**JOB DESCRIPTION**

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| Job Title: Associate Director of Workforce Reporting To: Director of Workforce Department(s)/Location: Workforce NHS Job ID:  |
| 1. **JOB PURPOSE**

As Associate Director of Workforce, the post holder will directly operationally manage the performance and direction of the Workforce Directorate through effective resource management to support the delivery of the Workforce Strategy, Action Plan, Annual Delivery Plan and other key programmes of work.  Key responsibilities will include leading, with the support of the Director of Workforce, the delivery of the workforce strategy and the ongoing modernisation and performance of the Workforce Directorate. With this it is vital that the post holder will demonstrate, promote and encourage an organisational culture that supports effective behaviours and ways of working that demonstrate a clear commitment to the organisation’s values. This will include embedding good human resources policy and practice, raising leadership and managerial capability and accountability and ensuring our workforce planning meets current and future requirements.The Associate Director of Workforce will also play a key role in developing the workforce strategy and operational plan, ensuring resources are targeted effectively and building effective relationships across the organisation. |
| 1. **ORGANISATIONAL POSITION**

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| 1. **SCOPE AND RANGE**

NHS 24 is a National Health Board established to provide a national 24-hour service providing clinical assessment and referral, health advice and information by telephone to the people of Scotland through a network of contact centres and digitally through NHS Inform and other channels. NHS 24 plays a key role within the NHS system, acting as a customer/patient gateway to the NHS in Scotland. It also supports and facilities the development of other digitally enabled services on an ongoing basis recognising the changing health and care needs of the people of Scotland.Our services are delivered across a range of channels including telephone, online, web chat, text, email and social media, on a 'Once for Scotland' basis to complement the face-to-face delivery of NHS Scotland's health and care services. The Board currently employs circa 2100 staff across its regional contact centres and local contact centres.The role of the Workforce Directorate in NHS 24 is to develop and deliver workforce strategies, policies, and systems to enable effective recruitment, retention, and management of staff, and to provide professional leadership in planning, delivering, and supporting innovative organisational development and change activities. The Directorate currently comprises of Resourcing and Planning, Organisational Development, Leadership and Learning, and People Services.Support the Director of Workforce to:* Lead, direct and inform the strategic direction for NHS 24 from a workforce perspective and be instrumental in assisting the Board to make strategic workforce decisions.
* Lead and direct the development and execution of the workforce strategy.
* Provide advice to the Board, Directors, Managers and Staff.
* Provide professional leadership across the spectrum of HR services including organisational development and transformational change.
* Deliver a high-quality workforce function based on best practice and continuous development.
* Ensure the adoption of Staff Governance Standards throughout the organisation.

The post holder will be responsible for the Workforce budget across 3 separate workforce functions: People Services, Resourcing and Planning and Organisational Development, Leadership and Learning. With an authority to spend up to £20k for procurement of goods and services purchase orders and invoices and up to £20k for contract.Staffing responsibility for the Workforce Directorate which is comprised of approximately 45 WTE. |
| 1. **MAIN DUTIES/RESPONSIBILITIES**

**Strategic Planning*** To lead and direct the development and implementation of a three-year workforce strategy for NHS 24, on behalf of the Director of Workforce, ensuring that it is aligned to the NHS 24 corporate, finance and clinical strategies that meets the needs of patients and communities in Scotland. (The strategy should be fully consulted, consider the key strategic drivers affecting NHS 24, NHS in Scotland, and wider societal, political, and environmental factors such as digital, changing demographics and leading-edge workforce practice.)
* To identify and proactively manage potential risk to the delivery of the Workforce Strategy/Plan(s) and Annual Delivery Plan by carrying out regular risk analysis and actively identify and implement solutions to ensure successful delivery.
* To contribute significantly to the planning and strategic direction of the organisation as part of the Directorate Senior Management Team and other senior management groups across the organisation.

**Human Resources*** To lead operational management of the performance and direction of the Workplace Directorate. This will include day to day interaction and management of directly managed staff and also to maintain an overview and operational management of all Directorate Teams. The post holder will be accountable to the Director of Workforce for the operational performance and delivery of these teams linked to the Workforce Strategy, Action Plan(s) and Corporate Annual Delivery Plan. This will include the provision of expert professional leadership and guidance to the planning, prioritisation and allocation of resources to support effective delivery of activity across the range of priorities across the Directorate.
* To lead and contribute to organisational development and change initiatives in partnership with other senior managers and staff, in order that change is implemented effectively and proactively and that it focuses on staff development and an improvement of customer/patient experience and delivers organisational transformation.
* To lead the development and delivery of leadership, management and other learning/training programmes to ensure personal and professional development is aligned to national frameworks through robust Objective Setting and Development Planning that supports best practice and organisational effectiveness.
* To lead and manage a programme of cultural change including diversity and inclusion, staff engagement and internal communications to improve ways of working and support retention.
* To lead the development, implementation and regular review of a creative resourcing and retention strategies based on effective workforce planning (including talent acquisition) to ensure that the required numbers and type of staff are recruited efficiently and effectively and are retained.
* To lead the oversight of People Services including employee relations, employment law, and discipline and grievance to ensure compliance with legislation, policy and best practice. This will include a requirement to interpret and implement organisational and national strategies, frameworks and policies or legislation in relation to their relevance and impact on the work of the Workplace Directorate.
* To provide senior professional advice on people-related matters to the Executive and wider senior leadership team and work across NHS 24 to ensure the work of the Directorate is appropriately embedded into wider programmes of work.

**Information Systems*** The post holder is responsible for the operation of all workforce information systems ensuring that they are developed and organised to achieve delivery of comprehensive and timely management information to ensure that the provision of ‘people’ data is responsive, accurate and in line with the ‘digital first’ approach for the Directorate. This will include considering requirements for digital knowledge and expertise within the team including interpretation and analysis, identification of trends and modelling and scenario planning to inform decision making. To ensure the directorate utilises leading edge technology to support effectiveness and efficiency and value for money to further transform the Directorate’s processes, products and resource allocation.

**Policy and Service Development*** To provide oversight for the delivery of a positive health, safety and wellbeing culture across NHS 24 and ensure that statutory health and safety obligations are maintained and managed in compliance with Health and Safety at Work Act and Infection Prevention and Control regulations.
* To carryout workforce research and analysis, preparing papers and reports for the Director of Workforce, the Executive Management Team and the Board (and Committees/Forums) on areas within the post holder’s responsibility, in order to ensure their understanding of how the organisation is being equipped to deliver its objectives and to enable effective decision making.
* To champion best practice, influencing leaders and managers, on behalf of the Director of Workforce, to ensure the effective management of staff through the fair and consistent application of the Staff Governance Standard; Board Policies, Once for Scotland/ PIN Policies and terms and conditions of service.
* To represent the Directorate and wider organisation at a senior management level, on behalf of the Director of Workforce, involving decision making and judgements, interpretation and analysis of highly complex information such as UK and Scottish legislation and national policy, and work closely with equivalent external key officers, ensuring development and implement of effective joint working and national approaches. This includes participating in a range of National and Scottish Government Health and Social Care Directorate initiatives to ensure the integration of strategic and operational issues.
* To lead Policy Development of HR policies and procedures, working in partnership with managers, trade unions, staff organisations and staff representatives, to assist and support managers and staff in the exercise of good employment practice.
* To identify service improvement opportunities for the Workforce Directorate. This requires researching best-practice HR, in the NHS and other sectors, and conducting regular activity audits to gather evidence of current practice and performance against key performance indicators. Workforce business intelligence in the form of workforce information reports or dashboards will be commissioned by the post holder and used in these reviews to support with insight driven decision making and service improvements.

**Line Management*** The post holder will lead on recruitment and selection, development, appraisal, attendance management, ensuring grievance, capability and disciplinary matters are identified, actioned, reported appropriately and investigated, where required within the Workforce Directorate.
* To be responsible for ensuring that all Workforce functional areas collaborate proactively and creatively with other functions in the organisation in order to achieve a joined-up, seamless approach which maximises efficiency and enables effective employee relations and development for NHS 24.
* To support the Director of Workforce in the development of the Workforce function with a focus on leading and managing programmes of organisational change for the Directorate and across the organisation.
* To support a healthy and safe working environment in which staff well-being is promoted and improved.
* To ensure effective utilisation of Workforce Directorate resource within the Board.

**Financial Management*** To manage the overall Workforce Budget, comprised of 3 separate workforce functions: People Services, Resourcing and Planning and Organisational Development, Leadership and Learning, on behalf of the Director of Workforce, authorising expenditure, and measuring and reporting performance against targets, ensuring compliance with standing financial instructions and securing value for money.
* The post holder will be responsible for overall budget setting for a range of major programmes and priorities for the Workforce Directorate.
* The post-holder is responsible as an authorised signatory of staff timesheets and staff expenses as per national policy, accurately entering onto the SSTS, payroll system and authorising unsociable and extra hours payments. With an authority to spend up to up to £20k for procurement of goods and services purchase orders and invoices and up to £20k for contract.
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| **5. SYSTEMS AND EQUIPMENT** The post holder is predominately based in an office environment, laptop user and is a designated DSE user.The post holder is a proficient user in the following IT systems:* eESS workforce information system.
* TURAS, LearnMore24 and Pushfar.
* SSTS – workforce recording system.
* Scottish Workforce Information Standard System (‘SWISS’).
* National Recruitment System – Jobtrain.
* Word – to be able to create high level reports and appropriate documentation.
* Excel – including analysis and interpretation of statistics.
* Outlook – to enable effective and efficient communication internally and externally.
* PowerPoint – used to support development activities and presentations.
* Internet Explorer – research purposes to enable advice to be up to date and evidence based.
* HR management information tools – interpretation and analysis of data for reporting and decision making.
* Utilising the PECOS system to ensure efficient management of budgets and authorising purchase orders.
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| **6. DECISIONS AND JUDGEMENTS*** Responsible for the day-to-day operations of the Directorate as delegated by the Director of Workforce and in that respect the post holder works almost autonomously. In the absence of the Director of Workforce, the post holder is required to exercise high level initiative, judgement, and discretion in deciding the appropriate action/s to be undertaken.
* Direction and support is available from the Director of Workforce.
* Develop Workforce Strategies, Plans, Policies and Procedures in partnership, and submits to the Executive Management Team for approval and the Area Partnership Forum and the Staff Governance Committee for information.
* Professional and authoritative strategic advice to the Director and Executive Team members on workforce matters including highly complex matters of legislation, policy or national guidance.
* Decisions on the development and implementation of the organisational change processes for the Workplace Directorate, ensuring consideration of Directorate and organisational impact.
* Analysis and advice on changes to terms and conditions of service under Once for Scotland which may have a significant financial impact.
* Specific short and long-term projects are delegated by the Director of Workforce or are undertaken at the request of other managers. The post holder is responsible for deciding the best approach and delivering to deadlines, with minimal reference to the Director.
* Decisions and interpretation of Once for Scotland Guidelines, NHS 24 policies, Agenda for Change terms and conditions, and employment law are made by the post holder. Where a non-standard issue may result in a significant precedent being set, discretion is used over the need for legal advice, and approval on the final decision is required from the Director of Workforce.
* The post holder will play an integral part in analysing workforce data and will be accountable for the development of plans to meet service challenges including workforce change initiatives, efficiency savings plans, succession planning etc.
* Formal progress on agreed objectives and personal development plan is reviewed by the Director of Workforce six-monthly through the performance management system.
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| **7. COMMUNICATIONS & RELATIONSHIPS**Effective written and verbal communication is a fundamental part of the role. The nature of the communication varies and is usually a combination of face to face, telephone, email and written.The highest level of persuasive and influencing skills will be needed to promote and develop an organisational culture that embeds effective ways of working and positive behaviours, and to show leadership and a behavioural approach which will promote the principles of dignity and respect for all. The post holder will be required to negotiate and present organisational change plans and the implementation of new ways of working where they are likely to encounter significant resistance and for which the highest level of communication skills will be needed to achieve acceptance. The post holder will provide consistent HR advice in circumstances where the subject matter is highly complex (such as at Employment Tribunals), highly sensitive or highly emotive. The post holder will often be expected to advise on decisions where no precedent exists or where there may be conflicts of opinion e.g., when advising on highly complex employee relations cases or in circumstances where industrial action is threatened and disruption to service delivery is a possibility.The post holder will be required to communicate effectively with a wide range of internal and external stakeholders recognising that they are representing the organisation and reflecting its culture and values:**Internal*** Board members – to influence decision making by presenting verbal and written reports to sub-committees of the Board, as required.
* Chief Executive and Executive Directors – to build effective working relationships, provide professional information and advice verbally and to present written reports at Executive Team meetings to enable decision making.
* Senior managers – to both work collaboratively in a coaching role to ensure effective contribution to business needs and provide tailored learning and development solutions.
* Operational Management Team meetings – to contribute significantly to the identification of ‘business challenges and provision of solutions.
* Managers and Clinical Leaders
* Clinical and non-clinical staff
* Senior Members of their management team
* Local trade union and partnership representatives

**External*** HR Directors/Deputes and senior HR staff in both public and private sector organisations – to share knowledge and information on professional Human Resources issues and initiatives, collaborating and sharing resources where appropriate.
* Central Legal Office – to secure legal opinion on complex employment law issues with potential risk to the organisation.
* Scottish Government – to contribute to national HR and workforce committees and working parties that develops the HR agendas within the Scottish NHS. To obtain information on national initiatives, assessing the impact for NHS 24, making recommendations and taking appropriate action.
* Other NHS Boards - HR Directors/Deputes and senior HR staff to share knowledge and information on professional Human Resources issues and initiatives, collaborating and sharing resources where appropriate.
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| **8. PHYSICAL DEMANDS OF THE JOB****PHYSICAL*** Inputting at keyboard to respond to emails, write reports or papers and presentations this can be for extended periods of time on a daily basis.

**MENTAL*** The post holder is required to regularly concentrate for significant periods of time e.g., when writing reports, committee papers, interpreting policies or when attending committees/board meetings
* The post holder will frequently be required to produce reports, often involving analysis of a range of highly complex data where a high level of concentration is required e.g., analysing workforce data.
* Given the nature of the role, the post holder will be subject to frequent interruptions when staff/peers are seeking advice.
* Constantly juggling completing priorities.
* Negotiation and persuasion of others to support plans.
* Presenting and participating in meetings.

**EMOTIONAL*** Dealing with employee interpersonal and disciplinary issues.
* Dealing with employees and managers who are under stress.
* Supporting employees/managers whilst undergoing changes in the work environment
* The post holder will be frequently required to present information to different groups in a variety of different environments where the subject matter may be highly emotive and/or contentious e.g., organisational change, grievance, disciplinary, capability or employment tribunals.

**WORKING CONDITIONS*** The role requires prolonged periods of time using display screen equipment within an office environment on a daily basis.
* Regular travel across NHS 24 sites.
* Regular travel across Scotland to participate in working groups/forums/committee and Board meetings.
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| **9. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB** Developing and implementing effective workforce strategies in a national organisation going through significant organisational transformation and growth. Taking into consideration ongoing changes to key Scottish Governmental policies, societal and technological developments, and priorities around efficiency, effectiveness, and sustainability. Engaging effectively at the right level in a way that makes a real difference and having the courage and confidence to speak up skillfully, challenging others even when confronted with resistance or unfamiliar circumstances.Having the determination, resourcefulness, and resilience to deliver the best results for the organisation, and to influence a diverse range of stakeholders in order to gain the necessary commitment and support in pursuit of organisational value.Delivering effective services and driving change in a complex environment with many different stakeholders who have different priorities, points of view and perspectives. Implementing complex change through actively challenging existing practices.On behalf of the Director of Workforce, the post holder is required to provide information and advice to a wide range of internal and external bodies often requiring urgent prioritisation and action. The post holder is also required to ensure that the organisation’s various Committees, Boards etc. receive information, papers and reports in a timely manner in order that approval processes can be adhered to.Working collaboratively and in partnership with staff at all levels across the organisation, encouraging them to actively engage in a culture which enables NHS 24 employees to enhance their knowledge, skills and behaviours in an environment where all every contribution is recognised and valued, thereby encouraging a culture which improves service provision.Excellent organisation and coordination skills are required to ensure that deadlines are met whilst conflicting priorities are managed.Effective communication skills must be utilised both internally and externally, often at times to explain concepts which may be complex, difficult or negatively perceived. |
| **10. QUALIFICATIONS, EXPERIENCE AND COMPETENCIES**The job requires a leader with the drive, resilience, understanding, vision, experience, and political awareness necessary to provide leadership in the strategic development of all aspects relating to workforce. A leader who will enable further transformational change, who has a digital first mindset, is willing to innovate and introduce new ways of working to take forward the aspirations in the workforce and corporate strategies.The post also requires an individual who can establish and maintain a high level of credibility with the directors, non-executive directors, and senior managers with whom they will interact in NHS 24 and across the NHS in Scotland. The post therefore requires mature levels of professional and managerial knowledge reflected by the following:**Qualification*** Degree level in a relevant discipline and post-graduate qualification or equivalent.
* Chartered Institute of Personnel and Development (CIPD)
* Evidence of continuing professional/personal development, including management and leadership development.

**Experience*** Substantial Human Resources experience at a senior level in the NHS or another large, complex multi-professional organisation including experience of strategy development, workforce modernisation and advising at Director/Senior Manager level.
* Demonstrable experience in influencing large scale workforce change/efficiency programmes including evidence of effective partnership working and the delivery of Workforce Programmes/Projects.
* Strong and proven track record of achievement in strategy and policy development and implementation with demonstrable evidence of being able to prioritise, meet deadlines and make best use of limited resources.
* The highest levels of communication skills, and an open, supportive, and visible management style in order to earn the confidence and respect necessary to deliver major change; develop a culture that encourages initiative; provides open communications that motivates staff and fosters individual and team responsibility. Politically aware.
* An ability to demonstrate integrity and effective leadership and management skills and the empowerment of people and teams.

**Competencies*** Leadership - Communicates a compelling vision and provides visible and supportive direction and guidance that empowers, enables, motivates, and develops the senior team to achieve the organisation’s goals. Has excellent influencing and inter-personal skills.
* Strategic Thinking - Ability to transform strategy into implementation planning and project management to deliver significant change programmes.
* Achieving Results - Develops and implements SMART action plans and reviews own team and organisational performance against these. Strong focus on achievement and delivery, with a creative, innovative but pragmatic approach to problem solving.
* Improving Quality - Focuses on continually improving outcomes for staff, patients, and other stakeholders.
* Transformational Change - Significant experience and expertise in managing major organisational change and development programmes.
* Political Sensitivity – Fostering and building effective alliances, underpinned by a strong ethos of partnership working with a broad range of stakeholders to enable effective working at a national level, both within SGHSCD and across NHS Boards.
* Working in Partnership - Builds effective relationships with Trade Unions, Professional Bodies, staff, customers, and other stakeholders.
* Improving Performance through Team-working - Works effectively as a team member and leads the team with tenacity to deliver shared goals.
* Caring for Staff - Creates a healthy, safe, and dynamic working environment in which staff wellbeing is promoted and individuals are supported and motivated in their roles creating an inclusive culture.
* Communicating Effectively - Communicates clearly and consistently and ensures that staff, customers, and other stakeholders influence organisational planning and delivery.
* Engagement - Delivery of an effective programme of engagement involving Trade Unions, Professional Bodies, employees and other stakeholders.
* Promotes a Learning Organisation - Views learning as integral to service planning and delivery and develops organisational learning plans to maximise staff and leadership potential.

Demonstrates through behaviours and actions an absolute commitment to the NHS 24’s Values: -* Care and Compassion - Completing your work in a way that shows care for what you do.
* Dignity and Respect - Making sure that you interact with everyone in a professional manner.
* Openness, Honesty, and Responsibility - Commitment to be truthful, transparent, ethical, and accountable in work.
* Quality and Teamwork - Delivering quality work and encouraging others to maintain the quality of their work.
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| **11. JOB DESCRIPTION AGREEMENT** Job Holder’s Signature: Head of Department Signature: | Date:Date: |