***Job Description***

**Job Description Reference: JD585**

**Title of Programme Manager (QAD)**

**Band: Band 7**

**Line Manager: Operations Manager**

**Location: Hybrid – Home & Glasgow or Edinburgh**

**1. Job Purpose**

The post-holder works at a national level to provide co-ordination and support for the planning, management and delivery of Healthcare Improvement Scotland’s annual scrutiny plan, with responsibility for a designated portfolio of inspection, regulation or quality assurance review programmes.

The post holder contributes to developing and delivering the strategy, business plan and governance arrangements for the Directorate through robust programme management of a portfolio of programmes, helping to ensure that the Directorate’s objectives are met, resources are used efficiently and effectively and that the Directorate adheres to corporate governance requirements.

The post holder is accountable and responsible for: directly managing a designated team of Project Officers and Administrative Officers; working with with senior managers to support wider staff deployment and capacity planning across the Directorate; and implementing and improving the systems and processes which support delivery of the Directorate’s objectives.

A key requirement for this post is the ability to develop and maintain effective relationships across the directorate and wider organisation (e.g. finance, people and workplace, Senior Inspector/Reviewers, Directorate Management Team) in order to ensure successful delivery of the organisation’s strategy and delivery plan.

**2. Job dimensions**

Impacts upon the total NHS Scotland budget £14b (approx)

HIS budget £36m (approx)

Directorate budget £7m

Directorate WTE Approx. 100

Authorised signatory Up to the sum of £4999

The post holder is accountable to the Operations Manager and contributes to the operation and delivery of the Directorate’s programme management function.

The post holder is responsible for:

* the programme management and resource profiling of a portfolio of inspection, regulation or review programmes within the directorate
* monitoring of all staff and financial resources across the portfolio
* direct line management of staff (3-4 wte approx)
* a range of information systems to support delivery of the Directorate’s objectives

***3.* Key Result areas**

1. Provide programme management expertise and be responsible for planning and managing a portfolio of programmes that form part of the annual scrutiny plan for the Directorate to ensure all programmes of work are successfully delivered within agreed quality, policy, legislative and financial parameters.
2. Lead on the development of programme plans, detailing key milestones and outputs, stages, tasks, resources and duration. Monitor the progress of programmes and assigned resources (human and financial), and ensure accurate and up-to-date progress reporting against the programme plans, implementing changes to plans and allocation of resources as necessary.
3. Work with the relevant Operations Manager and Senior Reviewer/Inspector to identify any specific statutory requirements of programmes within the portfolio that require to be prioritised and agree appropriate arrangements for meeting these.
4. Provide advice to the Operations Manager and Directorate Management Team on finance (e.g. financial pressures/savings, virement of monies), staffing (e.g. utilisation of posts), and changes to staffing and planning requirements, highlighting risks, issues, and solutions.
5. Lead and manage new Directorate-wide policy and service developments under instruction of the Operations Manager to ensure the Directorate meets its business objectives and demonstrates continuous improvement. Seek opportunities where appropriate to share these developments with colleagues across HIS, and also to learn from other HIS programme managers, in line with the One Team vision.
6. Work closely with senior managers to develop the Directorate’s communication strategy for informing, engaging and involving a range of internal and external stakeholders about relevant programmes within the portfolio, to ensure we engage with all communities and have clarity of message with regard to the Directorate’s objectives.
7. Implement and monitor the governance arrangements for the programme portolio e.g. information governance, records management, and clinical and care governance requirements to ensure adherence to legislative and organisational requirements. This involves working closely with the Information Asset Owners within the Directorate and the Information Governance Team.
8. Implement, monitor and support continuous improvement of Directorate policies and procedures e.g. Quality Assurance System’s Quality Assurance Framework and Standard Operating Procedures. The post holder is also responsible for ensuring that corporate policies and procedures are implemented within the programme portfolio. The post holder contributes to the development of corporate policies and procedures.
9. Provide expertise, advice and guidance to senior staff in QAD to inform the design and delivery of review, regulation and inspection programmes, taking account of the Quality Assurance System, relevant national standards, policy and guidance, and governance frameworks, with the aim of ensuring lean, efficient and effective working practices, and constructively challenging any existing practices or approaches that require improvement.
10. Plan, manage and co-ordinate events within the programme portfolio or wider directorate in liaison with senior managers e.g. programme stakeholder events, internal staff events, training events.
11. Lead the design and delivery of evaluative processes such as After Action Reviews, ensuring that feedback from QAD and HIS staff, as well as a wide range of external stakeholders, is used to continuously improve the design and delivery of QAD programmes.
12. Carry out, commission or report on surveys, audits or research that are relevant to the programme portfolio or wider directorate objectives, in order to contribute to the continuous development of an evidence-based approach in the directorate.
13. Analyse and interpret a range of highly complex and sometimes contentious information in order to respond to information requests from a range of external stakeholders e.g. Parliamentary Questions, Freedom of Information requests, Scottish Government Health and Social Care Directorates. Report and present data and information in a range of formats to a level of detail appropriate to the recipients and the audience.
14. Manage and co-ordinate the programme portfolio’s contribution/response to corporate governance reporting systems e.g. Board meetings, performance management, finance, people and workplace ensuring that timelines are adhered to and that the information produced has been quality assured prior to submission.
15. Establish and maintain effective relationships with internal stakeholders across the organisation to ensure the Directorate scrutiny plan is informed by, and shapes, the wider work of the organisation.
16. Seek opportunities to collaborate with other resource managers across the organisation to ensure efficient and effective use of staffing resources across programmes in order to deliver the organisation’s local delivery plan.
17. Recruit, lead, motivate and develop staff in line with the Staff Governance standards to ensure staff have the necessary knowledge, skills and attitude to achieve personal and organisational objectives.
18. Authorised signatory for the purchase of goods and services up to £1000. Responsible for the relevant components of the staffing budget for the Directorate.
19. Key point of contact for corporate services e.g. Finance, People and Workplace and Planning and Performance Units to ensure the Directorate meets corporate requests and timelines and is represented in corporate developments.
20. Deputise for the Operations Manager in relevant meetings and forums both internal and external to the organisation.

**4. Equipment and Machinery**

Use of the following electronic equipment and software:

* Hardware: Laptop, printers, photocopier, Tele/video-conferencing equipment
* Software: Microsoft Window & suite of Microsoft Office applications including MS Teams and Office 365

**5. Systems**

The post holder is required to use bespoke information management systems as required to ensure robust data are available to meet the needs of the Directorate and support delivery of the business plan.

Use of the following systems:

* Performance Management reporting system
* Incident and risk management reporting system
* Corporate administrative systems including PECOS financial system, TURAS, SSTS, eESS.
* Monitoring and electronic authorisation of timesheets and leave systems (sickness absence, annual leave, flexi time).
* Electronic authorisation of purchase orders (up to the value of £1000)
* Recruitment and workplace resources/procedures/policies for staff, secondees and clinical advisors.
* Suite of Microsoft applications in order to produce reports and documents
1. **Decisions and Judgements**
2. Works autonomously within parameters of programme portfolio, using a high degree of initiative and discretion within a framework of annually agreed objectives and reports to the Operations Manager.
3. Significant freedom to act and to use initiative within parameters of programme portfolio. This involves interpretation and analysis of highly complex information (e.g. national policies/legislation, all financial and staff management data for the portfolio) and making judgements in order to provide advice and guidance to senior managers and via the Operations Manager to the Directorate Management Team. Expected to identify and implement achievable solutions to problems as they arise or are anticipated.
4. Operates within the organisation’s business planning framework to which the post holder contributes and deputises for the Operations Manager as required.
5. Analysis and interpretation of complex qualitative and quantitative information and data in order to manage programme portfolio resources (financial and staffing) and systems to support delivery of Directorate objectives.
6. Identifying and actively managing potential risks to delivery of the Directorate scrutiny plan by carrying out regular risk analysis. Where there may be an impact on successful delivery of the business plan, the post holder is expected to identify and implement solutions to ensure successful delivery.
7. Represent the Directorate and wider organisation in a variety of situations. This involves making decisions on behalf of the Operations Manager when deputising and making judgements, interpretation and analysis of complex information such as legislation and national policy.
8. Interpret and implement organisational and national strategies/frameworks or legislation in relation to their relevance and impact on the programme portfolio, in order to contribute to the setting of the strategic direction and goals of the Directorate.
9. Assess and compare a range of systems and options in relation to developing systems to support delivery of the business plan taking into account the varying needs of internal stakeholders.
10. Constraints are defined by Healthcare Improvement Scotland and NHS Scotland health policies or legislation

**7. Communications and Working Relationships**

**Internal**

The post holder must communicate and build effective working relationships with the following in order to communicate priorities, monitor progress, deliver results, promote change and facilitate improvements to help the Directorate and Healthcare Improvement Scotland achieve their overall objectives.

* Senior managers of inspection, regulation and review teams to motivate, persuade and negotiate on a range of complex and sensitive issues to achieve successful delivery of the business plan.
* Senior management colleagues and staff within other directorates on a day to day basis in line with the work of the Directorate and the organisation.
* Directorate Management Team (including Heads of function) to build effective working relationships, provide professional information and advice verbally and to present reports both oral and written at meetings to enable decision making.
* Planning and Governance Team to ensure the business plan is integrated with the overall Healthcare Improvement Scotland strategy/work programme and to ensure the Directorate adheres to corporate governance policies and procedures.
* Communications team to ensure appropriate messages are conveyed to the internal and external stakeholders about the work of the Directorate.
* People and Workplace Team to ensure the Directorate adheres to legislation and policy in its recruitment practises.
* Colleagues across the organisation to share knowledge, influence thinking and planning in relation to cross-organisational programmes of work and to ensure alignment of the wider local delivery plan.

The post holder also requires strong leadership and influencing skills to effectively advise and manage the demands of the Directorate Management Team and Senior Managers to ensure efficient and effective management of the Directorate resources. This demands persuasion, tact and good interpersonal skills to overcome sensitivities and barriers to understanding.

The post holder is expected to chair meetings and deputise for the Operations Manager.

**External**

The post holder must be able to communicate complex, sensitive and sometimes contentious information in a clear and unambiguous manner, and build meaningful operational working relationships, including with the following groups.

* + - Scottish Government Health and Social Care Directorates officials
		- Senior healthcare professionals
		- Scottish Parliament researchers
		- National scrutiny bodies (e.g. Audit Scotland, Care Inspectorate, Health Inspectorate Wales, Northern Ireland Regulation & Inspection Authority)
		- Integration authorities
		- NHS Education Scotland
		- National Services Scotland: Health Protection Scotland, Health Facilities Scotland, Information Services Division
		- Voluntary and third sector organisations
		- The Public
		- Media
1. **Physical, Mental and Emotional Demands of the Job**

**Physical**

* Requirement to travel throughout Scotland to deliver the Directorate’s objectives
* Regular use of IT equipment
* Sustained effort and high concentration to meet deadlines

**Mental**

* Analysis and interpretation of complex qualitative and quantitative data (performance management data, national policies)
* Intensive concentration required over a prolonged period whilst interpreting detailed information and data
* Presenting complex information to diverse audiences
* Prioritising the competing demands of resource planning for the Directorate
* Balancing Directorate and wider organisational activity to meet differing external and internal pressures
* Concentrating for prolonged periods of time when chairing meetings/analysing information/report writing
* Dealing with frequent interruptions and transferring thinking quickly between varied and competing demands
* Chairing regular meetings

**Emotional**

* Developing and managing effective relationships with key internal and external stakeholders to ensure corporate objectives and the Directorate scrutiny plan are met
* Dealing with complex and sensitive employment issues e.g. performance, attendance, discipline, grievance and dismissal
* Operating with awareness and sensitivity, anticipating stakeholder needs and resolving conflict
* Supporting and providing advice to teams across the Directorate and the wider organisation

**9. Most Challenging/Difficult Parts of the Job**

* Managing the development of relevant aspects of the Directorate scrutiny plan ensuring it is aligned to organisational strategy and financial requirements.
* To secure, through effective leadership, support and commitment from senior managers and staff to implement Directorate and corporate strategies and policies.
* Influencing and negotiating with the members of the Directorate Management Team and Senior Managers to balance the needs of individual functions and the demands of the whole Directorate
* Managing and monitoring the capacity planning and allocation of staffing resources of the programme portfolio to meet the demands of the Directorate.
* Managing the development of a broad portfolio of work simultaneously

**11. Knowledge, Training and Experience required to do the Job**

1. Educated to degree level or equivalent experience
2. Knowledge and experience at Masters level or equivalent experience in a relevant subject, such as programme/project management, quality assurance, or quality improvement
3. In-depth professional knowledge and demonstrable experience of all aspects of programme management across a number of disciplines e.g. business planning for new and established work programmes, financial management, performance management, information systems, staff management
4. Demonstrable experience of managing multiple projects/programmes with complex and potentially competing demands
5. Experience of dealing with people at senior management level
6. Credible and effective influencing and negotiation skills
7. Experience of line management
8. Extensive experience of financial management and information systems acquired through training and experience
9. Experience of managing multiple national or high profile projects/programmes
10. Experience of planning and problem solving
11. Analytical skills to analyse and interpret complex information
12. Knowledge of information gathering, data sources and research methodologies
13. Ability to work under pressure and to tight deadlines
14. High level communication skills both oral and written
15. Fully computer literate
16. Knowledge/experience of NHS sector desirable
17. Knowledge/experience of quality assurance desirable