Job Reference: Sco6-5514N

NHS TAYSIDE – AGENDA FOR CHANGE

JOB DESCRIPTION

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| 1. JOB IDENTIFICATION
 | Job Title | Associate Director of People & Culture (Strategic Delivery) |
| Department(s)/Location | People & Culture Directorate |
| Number of job holders | 1 |
| JOB PURPOSEThe Associate Director of People & Culture (Strategic Delivery) is a key leadership role within the People & Culture Directorate in NHS Tayside. It is pivotal in shaping, developing and implementing the People & Culture agenda across NHS Tayside, and ensuring its ongoing sustainability.In doing so, the postholder provides strategic leadership of the People & Culture Plan, working with staff side partners to ensure all deliverables within the plan are aligned with the wider organisational and national goals and objectives. The postholder will manage people and culture strategic risks, with oversight from the Director of People & Culture.The postholder is responsible for the strategic direction, leadership and management of the specialist teams focused on Workforce Planning and Workforce Information & Analytics, leading the changes required to ensure the teams and their functions continue to meet evolving organisational needs, and that staff possess the talent, capability and capacity to add value where they work, and can use technology to enhance service delivery.The postholder will provide senior management support to the Director of People & Culture on a broad range of people and culture matters, with a specific focus on ensuring appropriate assurance is provided at Board and standing committees, as well as Internal Audit related to our workforce and the deliverables of the People & Culture Plan. The postholder will also undertake work at a national level.As a member of the senior leadership team of the People & Culture Directorate, the postholder will participate fully in the corporate management and governance of NHS Tayside. The postholder will provide high level professional support to executive leadership and other senior managers. |
| ORGANISATIONAL POSITION |

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| SCOPE AND RANGEThe People & Culture Directorate provides a comprehensive range of services to approximately 14,000 employees, covering locations across Angus, Dundee, Perth and Kinross. The service includes HR Business Relations; Recruitment & Medical Staffing; Culture, Development & Talent Management; Workforce Planning; HR Information Services; Health, Safety & Wellbeing, Occupational Health & Safety; HR Service Centre (Payroll, Employment Services, HR Systems), and Corporate Equalities. Teams are responsible for delivering a comprehensive service across NHS Tayside.The People & Culture Team are based at sites across Tayside, including Ninewells Hospital, Perth Royal Infirmary, Orchardbank, Forfar, and Kings Cross Hospital.Full budget responsibility for the multi-stranded work areas (overall budget in excess of £740,000) across two specialist areas – Workforce Planning and HR Information Services.Full line manager responsibilities for Workforce Planning (including eRostering, All Staff Bank and Job Evaluation) and HR Information Services teams.Achieve financial balance within areas of responsibility, ensuring any cost improvement programmes and cash releasing efficiency schemes are delivered.Ensure robust systems of governance and risk management are in place.Undertake specific tasks to analyse service efficiency and identify areas to achieve greater value for money, e.g. developing shared services; engaging with national best practice and decision making.**Client Group**The postholder provides relevant professional advice and support to managers and staff across NHS Tayside, as well as the Dundee, Perth & Kinross and Angus Health & Social Care Partnerships, and is responsible for the day to day management and development of the relevant People & Culture Directorate functions:Workforce Planning: 12.47 wteWorkforce Planning budget: £550,000HR Information Services: 1.6 wteHR Information Services budget: £190,000  |
| MAIN DUTIES/RESPONSIBILITIES* To provide strategic support, leadership and management of the People & Culture Plan so that it is led, managed and structured optimally and can be deployed to support organisational priorities and initiatives.
* To provide leadership to workforce transformation initiatives and workforce planning activity which promote clinical and service excellence and financial balance in line with national and local plans.
* In partnership with senior managers and recognised trade unions to lead the promotion of an effective employee relations environment which maximises staff engagement and partnership working in the planning and delivery of strategic change.
* To lead an agreed portfolio of work which ensures high quality staff governance for NHS Tayside and promote it as an exemplar employer. To support the Director of People & Culture in the provision of assurance to all levels of the organisation up to Board level on key People & Culture activity.
* To support the achievement of key People & Culture Directorate and Scottish Government plans including the SAAT, Shared Services, Regional HR Services and response to iMatter outcomes.
* Support the Director of People & Culture in ensuring appropriate assurance is provided to the Board, standing committees, internal audit and other internal bodies on workforce activity.
* To analyse and interpret workforce data and develop and implement plans which respond to the required actions and improve the effectiveness of the workforce across the organisation to respond to data requirements submitted by Scottish Government, external audit and members of the public.
* In collaboration with other Directorate colleagues to provide leadership in the redesign of services which enhance the capability of the function and the wider organisation in line with national drivers e.g. the national clinical strategy and national shared services and local drivers e.g. workforce transformation.
* To provide leadership in development of high-quality HR strategies that are in line with National Shared Services and best professional practice.
* To work collaboratively with other functions so that best human resources practice can be identified, implemented and reviewed to ensure that NHS Tayside’s effectiveness is enhanced.
* To participate in the audit and review of People & Culture activity so that compliance issues can be identified and addressed. To work with senior leaders in ensuring adherence to all strands of the Staff Governance Standard.
* In collaboration with the Associate Director of Culture Development & Talent Management, develop, implement and review organisational development initiatives which maximise and improve people management capability and creates a positive culture for the Organisation. Promote wellbeing initiatives which support staff wellbeing and engagement in the workplace in conjunction with the Associate Director of Health & Safety.
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| COMMUNICATIONS AND RELATIONSHIPSThe skills required to communicate effectively must be exceptionally well developed and is essential to the success of this post. To achieve results the postholder would be expected to have a significant daily liaison with Executive Directors, Chief Officers, Senior Managers, Clinicians, Heads of Service, Universities, Local Authority representatives, independent contractors and full-time and local trade union and professional organisation representatives in order to promote multi-disciplinary and joint working which promotes organisational excellence in people management and a positive work culture. As part of partnership working facilitate change, maintain good employee relations and work through sensitive and contentious issues to ensure service delivery. It will also be necessary to deliver strategic information with staff at all levels of the organisation which is understood and accepted. This can be delivered to either individuals or large groups where there may be significant resistance to change.External communication is also required with the following agencies:* Central Legal Office
* SPPA
* Counter Fraud Service
* Employment Disability Unit
* Professional Councils, e.g. BMA, NMC, GMC, HPS
* Government Agencies
* Local Authorities
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| KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOBPost requires Chartered Membership of the Chartered Institute of Personnel and Development or equivalent postgraduate qualification/experience. Evidence of Personal & Continuing Professional Development (CPD).The post requires the postholder to develop specialist knowledge acquired through additional training and development equivalent to chartered CIPD level qualification. Postholder requires IT, numeracy and excellent written and verbal skills.A requirement to undertake continuous professional development to maintain required level of skills/specialist knowledge.The Organisation has identified, within the “NHS Leadership Qualities Framework”, the leadership qualities required for managers working within the NHS. An example of the competencies managers are required to demonstrate for this post are:Setting DirectionPolitical Astuteness; understanding and influencing the climate and culture within a fast-forwarding environment.Intellectual Flexibility; demonstrate the ability to switch operational implementation and strategic context in order to facilitate change. Delivering the ServiceLeading the Change through people; enabling teams to work effectively together helping to unblock obstacles and taking care of teams and individuals within them.Communicating the vision and rationale for change, transformation and engagement, and facilitating others to work collaboratively to achieve real change.Personal QualitiesPersonal Integrity: a strong held sense of commitment to openness, honesty, inclusiveness and high standards in undertaking the leadership role.Being able to cope with an increasingly complex environment with the blurring of original boundaries and the requirement to work in Partnership.Demonstrate success in leading a team of HR professionals. |
| SYSTEMS AND EQUIPMENTThe postholder requires to use a computer on a daily basis, using software packages such as Microsoft Excel, Microsoft Word, Microsoft PowerPoint, Microsoft Outlook, emails etc.Use of software systems for human resources enquiries, analysis of sickness management and information systems, which generate statistical data used for internal/external auditing and planning purposes i.e. Audit Scotland, and use of the eESS system.Oversight of data collection systems so that national reporting can be undertaken e.g., Facilities Time.The use of Excel for monitoring the different types of meetings to maintain a record, which is then collated for external purposes such as Audit Scotland. |

**ESSENTIAL ADDITIONAL INFORMATION**

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| PHYSICAL DEMANDS OF THE JOB**Physical Skills*** Keyboard Skills.

**Physical Effort*** On a daily basis, the postholder will sit at their desk inputting information on a computer or answering queries by telephone or will be sitting for long periods whilst attending meetings. There will be the requirement to travel across various locations within NHS Tayside.

**Emotional Demands*** On a frequent basis, the postholder will attend meetings to discuss various workforce issues, where the employee or chosen representative can become very emotional and at times aggressive when formal action has been taken.
* As part of the role the postholder will require to have the skills and ability to facilitate service change redesign, control and deal with staff and managers in highly contentious settings where there has been a breakdown in communication or relationships where there is the potential for staff/members of the public at times to be verbally aggressive.

Mental DemandsThe postholder must be adaptable, have the ability to plan and design workforce initiatives etc, and change planned work if there is an unexpected HR problem or issue which requires their immediate involvement e.g. press queries, requests from Scottish Government.On a daily basis, receive queries via telephone and email which may require an immediate response. |
| DECISIONS AND JUDGEMENTS* Objectives are set by the Director of People & Culture and reviewed monthly. Postholder will be autonomous in all aspects of work constrained only by agreed objectives and organisational priorities.
* The postholder would be expected to plan, lead and review the integration of HR services in line with national and regional models of delivery. This will require the resolution of complex, multi stranded issues where there may be conflicting demands.
* Postholder will be expected to give advice on employment legislation, policies, HR initiatives where these options may conflict with other strategies.
* The postholder is held to account for decisions and actions taken where there are emergent factors and considerable associated risk.
* Finding innovative solutions to issues whilst ensuring that associated risks are managed and contained.
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| MOST CHALLENGING/DIFFICULT PARTS OF THE JOB* The postholder is expected to respond to a range of contentious and complex HR issues where strongly opposing views are held. This requires a high level of strategic awareness, political astuteness and well-developed influencing skills and judgements.
* There is a need for the postholder to provide professional and proactive advice and assess risk in situations where there are often complex or contentious issues. This may also involve working in an environment where plans require identifying opportunities to achieve planned progression towards achieving long-term strategic and operational objectives.
* Ensuring that all issues are dealt with in a manner that encompasses best HR practice and a collaborative approach whilst delivering organisational objectives with often challenging key performance indicators.
* The demands of a quick moving environment within a 24/7 healthcare service, produces a highly pressurised work environment with many competing and conflicting priorities.
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| JOB DESCRIPTION AGREEMENT The job description will need to be signed off using the attached sheet by each postholder to whom the job description applies. |

**JOB DESCRIPTION AND ESSENTIAL ADDITIONAL INFORMATION FORM – SIGNATURE OF AGREEMENT**

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| **Post Title** |  |
| **Reference Number** |  |

The attached job description and essential additional information will be used as part of the Agenda for Change assimilation exercise and therefore the job matching panel may wish to seek further clarification on any issues contained within the documents. **Should this be necessary please identify an appropriate Manager and Postholder representative who can be contacted to provide this clarification. (This may be one of the undernoted postholders or a staff side representative who has been involved in agreeing the job description)**

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| **Responsible Manager** |  |
| **Contact No.** |  |
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| **Postholder Representative** |  |
| **Contact No.** |  |

I/we the undersigned agree the attached document is an accurate reflection of the requirements of the post. The essential additional information provides accurate information of additional job related factors.

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| Signed: (Manager) |  |

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| Staff Members: |  |  |
| PAY NUMBER | NAME(BLOCK CAPITALS PLEASE) | SIGNED | POST NO.(office use only) |
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