**JOB DESCRIPTION**

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| **1. JOB IDENTIFICATION** | |
| Job Title: | **Head of Organisational Development** |
| Responsible to: | **Associate Director Human Resources** |
| Directorate: | **Human Resources** |
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| Division: | **Corporate** |
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| Job Reference: | **Sco1/BN-HR-HOD-1224** |
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| No. of Job Holders: | **One** |
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| Last Update: | **September 2024** |

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| 2. JOB PURPOSE |
| The Head of Organisational Development is a key role within NHS Forth Valley It is pivotal to developing, shaping, implementing, and leading service delivery to the workforce, and all levels of management in support of the changes required to deliver a sustainable workforce, healthy organisational culture, and environments and systems of work that promote health, safety, and wellbeing.  Underpinning this, the post-holder is the most senior expert for different forms of individual, group and team development and other interventions that support organisational effectiveness and colleagues’ wellbeing. A critical aspect is to role model and actively promote a values-based culture and organisational learning, helping NHS Forth Valley and its Health & Social Care Partnerships to be recognised employers of choice.    The post holder is responsible for the strategic direction, leadership and management of integrated specialist leadership & management, learning, culture & team development. They lead the changes required to ensure the department and its functions continue to meet evolving organisational needs, and that staff possess the talent, capability, and capacity to add value where they work, and are able to use technology to enhance service delivery.  The post holder also undertakes work at a national level, for example the NHS Scotland Learning Leads and Organisational Development Leads groups amongst others.  Provide high level professional support to the Executive Directors and Senior Managers and Leaders. |

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| **3. DIMENSIONS** |
| NHS Forth Valley serves a population of 310,000 in a diverse geographical area which covers the heart of Scotland and includes Clackmannanshire, Stirling and Falkirk councils.  Our Board manages an annual budget of £871 million and employs over 7,000 staff, making us the region’s largest employer. Forth Valley Royal in Larbert is one of the most modern and well-equipped acute hospitals in Europe supported by a network of four community hospitals and 56 health centres plus day centres.  This post has direct responsibility for:  Full budget responsibility for the multi-stranded Work Areas across the Department including leadership and management development, wellbeing and learning support, and culture and organisational development.  Full line manager responsibilities for managers across the department of all teams including organisational development, leadership and management, learning and culture.  Achieve financial balance within areas of responsibility, ensuring that 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. |

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| 4. ORGANISATIONAL POSITION |
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| 5. ROLE OF DIRECTORATE |
| The HR Directorate provides leadership, direction and management on all aspects of staff governance, people management and the stewardship of our workforce policies, practice and systems across NHS Forth Valley.  The HR Directorate leads the organisation in the attraction, retention, and development of our workforce to enhance the individual and collective contribution of all our people to the delivery of high quality patient care to the population of Forth Valley and to ensure that the highest level of staff governance is adhered to in partnership with trade unions and staff representatives.  The Directorate is also responsible for the provision of people management and development advice and guidance for effective corporate management and strategic and operational decision-making. |

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| **6. KEY RESULT AREAS** |
| **Corporate Leadership**   * Take corporate lead responsibility for strategic elements relating to Organisational Development, Leadership & Management Development, Learning & Development, Employability and Culture. * Participate in the development of national policy covering all workforce groups in the fields for which the department is corporately responsible, via NHS Scotland Organisational Development Leads and Learning Leads Groups (e.g. talent management, learning and development, continuing education); support Scottish Government Health Workforce Directorate as required. Contribute to national policies which impact beyond NHS Forth Valley. * Responsible for managing and co-ordinating organisational development, learning and employability team’s practice and reflective learning thus ensuring that required changes to standard operating procedures for the management of all aspects of service delivery occur as appropriate and are consistent with strategy and policy requirements. * To lead on specific corporate projects working alongside Executive and Senior Leader colleagues to provide professional expertise and participate in cross function working in order to deliver Corporate & Strategic Objectives. * Contribute to the overall management of NHS Forth Valley by playing a full, active and constructive part of the HR Senior Leadership Team and in other relevant multidisciplinary groups, the Area Partnership Forum, Staff Governance Committee and NHS Forth Valley Board. * Develop and maintain strong and effective working relationships with partners, internal and external stakeholders, through the provision of professional expertise and advice on operational matters for Directors and senior managers, and representation of the HR Directorate at numerous internal meetings and NHS Forth Valley at external national or regional groups. * To create effective connections with organisational groups and committees, to ensure professional guidance and to seek relevant feedback on development requirements. * Lead the development of NHS Forth Valley’s Organisation Development Plan. Plan and review operational activity to ensure that strategic objectives can be achieved in areas of responsibility. Ensures that activity is aligned to organisational requirements and supports the Workforce Strategy ensuring this under pins the delivery of the overall Board Strategy.   **Organisational Culture**   * Support and encourage a positive organisational culture, with an emphasis on learning & development, staff experience and engagement. * Support the ongoing development and promotion of a culture which supports change, lifelong learning and continuous professional development to ensure that organisational learning is maximised in line with the workforce strategy. * Lead, manage and provide appropriate facilitation and high level specialist professional advice for the effective management of change and service redesign with a particular reference given to all aspects of service modernisation, including organisational readiness for the development of new roles, responsibilities and development solutions to support new ways of working. * To lead organisational development and change initiatives in partnership with staff and managers, for change to be implemented effectively and proactively, in line with sound planning and communication processes. * Provide professional OD leadership, focus and direction for the behavioural and cultural aspects of integrated services, building strategic partnerships with other public sector organisations and other specialist external partners (e.g. NES, specialist external consultants) in pursuit of shared strategic aims.   **Learning & Organisational Development**   * Fulfil the role of organisational expert on Learning and Organisational Development practice and contribute expert knowledge and advice to the organisation on all matters concerning the development of staff. * Corporate responsibility for ensuring the delivery of consultancy services to Directorates on development requirements, leadership, learning, KSF and organisational development issues providing professional guidance to support service delivery needs. * Ensure the learning and development requirements and implications of national strategies and initiatives are considered within an NHS Forth Valley whole systems context and prioritise, co-ordinate, and facilitate effective learning and development provision to meet strategic priorities. * Provide strategic leadership and technical knowledge in relation to digital technologies used to deliver and manage workforce development activity (Virtual Learning Environments, Learning Management Systems). Collaborate with others to ensure technologies and systems are interoperable and aligned to improve staff experience and outcomes. * To manage and monitor the commissioning of learning and development programmes and activities from internal resources and external providers ensuring the provision of innovative and creative best value development solutions in meeting the needs of NHS Forth Valley * Lead and delegate work within the team to research, design and delivery learning and development initiatives across NHS Forth Valley which support people development objectives and support organisational change and the achievement of corporate objectives.   **Other Professional Leadership**   * Responsible for the qualitative and quantitative evaluations to assess the impact of services, programmes, and interventions across the OD, Learning and Culture Development portfolio. * Conduct relevant and complex research to inform planning, investment decisions and future cross-system service improvements such as System Leadership Development programmes of work and culture work. * Ensure evidence-based approach to strategy development and service design and consider the outcomes of relevant audit and/or evaluation work on all aspects of the service. Research and ensure that innovation and good practice is disseminated between Teams so as to maximise efficiencies and good practices * To support the implementation of workforce employability and facilitating appropriate learning experiences to support young people on their career pathway to employment and beyond in accordance with Scottish Government Policy. * To lead and manage the provision of development programmes that ensure NHS Forth Valley plays an active role in supporting the national and local community engagement, social inclusion and economic regeneration agendas. * To establish and maintain effective collaborative working relationships internally within NHS Forth Valley including HR, learning and development colleagues, Innovation Teams, Quality and Sim Centre. Also externally including Scottish Government, other NHS systems, education and learning providers, 3 Local Authorities and other community partners to promote effective joint learning development activities. * To manage the research, preparation and submission of papers and reports which present information, advice and recommendations for the Executive Team and the Board on areas within the postholder’s responsibility, in order to keep them up to date and guide them on decisions.   **Team Management**   * Line management responsibility (recruitment, development, appraisal performance management, disciplinary, grievance, support) for specialist leadership & management, wellbeing & learning, and culture & development. * To ensure the management and development all members of the OD, Learning and Employability team to ensure they can contribute effectively to relevant business objectives. * Ensure all direct reports are aware of their managerial responsibilities for their staff. * To manage budget allocations to support the OD, Learning & Employability team ensuring value for money. Identify and develop opportunities for external funding to support delivery * To see continuous improvement in systems and processes to support organisational learning, overseeing the design and operation of an effective learning infrastructure, utilising technological solutions as appropriate. * Drive a team culture of quality improvement creating and supporting new ideas, innovation, embracing change and implementing improved service models to provide a responsive and professional service. Embed quality improvement theory and practice within current and future educational programmes. * To work as a member of the HR Directorate Senior Management team supporting work across all functional areas of the Directorate. |
| 7a. EQUIPMENT AND MACHINERY |
| Predominately based in an office environment and is a designated DSE user. Use computer and other electronic devices to collect, collate and analyse complex information (generated by self and other people) and process this to create and deliver presentations, reports, data and for purposes of communication. using relevant software.  Competent in the use of Microsoft Office packages and have a well- developed understanding of the way in which technology and IT software can support the delivery of efficient systems to discharge job demands. |
| **7b. SYSTEMS** |
| Direct responsibility for managing following systems – Turas Learn, Turas Appraisal. Provide advice and guidance on gathering and use of workforce wellbeing, learning and development, and organisational culture data in support of strategic and operational planning, and staff governance. Ensure that all employee data is held securely.  The post holder will be required ensure appropriate systems are in place as well as the skills necessary to produce required management information for the Board. They will regularly produce complex reports and presentations based on a range of information from a variety of sources for the Executive Directors Group, Board and internal committees, and periodically for national groups and Scottish Government.  Influence both local and national discussion, decision making, commissioning and ongoing development of systems and applications in NHS Forth Valley, the iMatter national Staff Experience portal, and Turas applications.  Work with organisational systems and processes including:   * Complying with the requirements of internal and external audit. * Ensuring that manual and electronic staff records are maintained in line with the Data Protection Act and Freedom of Information. * Finance procurement and purchase authorisation systems for management of relevant budget and resource expenditure e.g. PECOS. * Safeguard for incident recording, maintenance of risk register and production and review of Board Assurance Framework |

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| 8. ASSIGNMENT AND REVIEW OF WORK |
| Develop an OD Strategy and Action Plan considering short, medium and long-term operational and financial planning in order to deliver the ambitions for leadership and management development, embedding our values, how we work, multi-professional skills and capability whilst meeting financial savings requirements. Providing monthly reports for Board Committees on progress.  Develop and support advising on long term culture development and non-clinical learning strategies for the whole organisation, including planning and implementing workforce and organisational development elements for system changes such as introduction of the National Care Service. Continually reprioritise departmental, management team and own workload to meet the requirements of NHS Forth Valley’s priorities.  Prioritise capacity to contribute to regional and national groups and programmes of work (e.g., development of shared service models, national leadership development, digital skills development) that will help to meet the needs of the health and care system in ways that will add value to NHS Forth Valley and its partners.  Oversee the OD, Learning and Employability Teams’ Continuing Professional Development and ensure managers have plans in place for the development of the department’s broader teams.  Ensure that staffing resource allocations reflect the priorities of the department and support succession planning. The post holder continually examines own workload and that of direct reports. The post holder has the freedom to assign and modify systems of work, implements, and evaluates operational plans to meet Directorate and Corporate objectives and takes appropriate action. |
| **9. DECISIONS AND JUDGEMENTS** |
| The expert for the organisation in the analyses of a range of highly complex, multi-faceted, often ambiguous, and sometimes hidden factors influencing the behaviour of employees and stakeholders, and their willingness to make and adapt to the changes required in order to deliver more sustainable health and care services. Using this to commission and apply specialist strategies, programmes, and interventions, at group, organisational and system level that deliver meaningful change and address points of contention and interpersonal or organisational conflict.  Highly specialist knowledge and experience of methods and concepts supporting organisational effectiveness and change in complex systems, and individual wellbeing, growth, and development. Able to use these to supportively challenge individuals at all levels and open up new ways of thinking about systemic challenges and root cause issues that affect the ability of individuals, teams, and groups to thrive in the workplace. This will often require agility of thought and depth of understanding to overcome cynicism about the value of such approaches in a financially and resource constrained environment.  Lead/participate in resolving long-standing issues and enduring risks impacting on the effective functioning of the organisation and its employees. This will involve the application of well-developed consulting skills to appropriately diagnose issues, and identifying, commissioning and / or developing and delivering innovative and bespoke sequences of specialist group and individual development interventions. The ability to select the right approach and provider to build and maintain trust and support long-term goals is essential, even if this contradicts the initial expectations of the customer.  Experience in developing, providing, and implementing people and culture related strategies and actions to support the delivery of the organisation’s objectives. The post holder will need to assimilate and summarise complex documents, compare facts and analyse situational data from a range of sources, develop options, assess risks and opportunities to the organisation and facilitate consensus building and decision making.  The post holder will participate in leading and developing the specific culture, workforce, and organisational development analysis necessary to help develop and deliver new health and care service models in support of system transformation and sustainability, providing support for the Health Board’s strategic annual plans and monitoring progress. This will involve judgements as to the most appropriate data sets to use, and the reliability of insights that are drawn from the data.  Interpreting Scottish Government Strategies and policies relating but not limited to wellbeing, culture, and development appropriately for the organisation as a whole.  Comfortable with ambiguity and finding creative solutions to problems within the broad framework of local policies, Scottish Government Directives, and professional best practice. Confident to curtail or alter services or activity, sometimes in the moment, where evidence suggests they are not adding value, even where this may be unpopular.  **Freedom to act.**  Work independently guided by broad health and social care strategies and organisational policies and specific local and national guidelines, advise on how these should be interpreted and implemented (e.g. Culture Change & Corporate Leadership, Freedom to Speak Up, etc).  Comfortable with ambiguity and finding creative solutions to problems within the broad framework of organisational policies, Scottish Government Directives, and professional best practice. Confident to move outside these guidelines when appropriate, working with others to develop, test and evaluate new and innovative approaches.  The post holder will need to assimilate and summarise complex documents, compare facts and analyse situational data from a range of sources, develop options, assess risks and opportunities to the organisation, present these in ways that non-specialists can understand, and facilitate consensus building and decision making.  **Freedom to think**  Requires a broad generalist understanding of all areas of OD, Learning, Employability and Culture (e.g., learning and development, leadership and management development, organisational development, staff experience) in order to address issues for the organisation, and of related functions elsewhere (e.g., digital specialists, HR, quality improvement and workforce intelligence) in order to involve specialist input as needed.  Professional advice must be given to manage complex decisions regarding the management and delivery of change and when part of programme boards and senior leadership fora to ensure the decision made by the Chief Executive, relevant Director, or senior management lead, in conjunction with the wider group, is based on sound evidence and adheres to organisational strategies, plans, and values, therefore reducing the potential for future conflict.  Leading on NHS Forth Valley developments will involve creating strategy, policy, and processes. In the service context this post holder will be required to use professional knowledge and experience to interpret strategy and policy and provide local solutions. Objectives are agreed and assessed on an annual basis with the Associate Director of HR with input where necessary from other stakeholders. These objectives are likely to be long term and strategic in nature, clearly linked to Corporate Objectives and with an emphasis on effecting change through influencing others. |

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| 10. MOST CHALLENGING / DIFFICULT PARTS OF THE JOB |
| The post holder will be required to work with diverse professional and multi-disciplinary staff groups within the organisation. The post holder will also need to demonstrate determination and create momentum in translating vision into the reality of a successful future focussed service at local, regional and national level as determined by policy utilising high-level professional skills and knowledge to promote greater awareness and ownership of learning and development and influence change and commitment in a multi-professional environment with a variety of cultures and management systems.  Responding to changing demands, external challenges and driving a culture of continuous improvement in services which will support future development and improve on service standards, within agreed budgets and resources.  Developing an evidence based, learning oriented, development culture where values and behaviours drive individual, team and organisational performance. To achieve this the post holder will need to work in a highly sophisticated collaborative and achievement-oriented style, working with a wide range of stakeholders from both within and out with the organisational to build and maintain a high level of organisational intelligence and resilience.  To embed the characteristics and values of a learning organisation throughout NHS Forth Valley which views investment in learning and development as vital to achieving high levels of individual, team and organisational performance.  To ensure the provision of a strategically aligned, comprehensive and effective learning and development service to NHS Forth Valley within the context of constrained resources, conflicting priorities, and the wider “political” contexts and complex strategic change agendas internal and external to NHS Forth Valley.  The development of a comprehensive strategic framework which ensures an integrated, inclusive and comprehensive approach to learning and development across NHS Forth Valley and encompasses joint working and joint learning initiatives with national organisations and community partners. |

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| **11. COMMUNICATIONS AND RELATIONSHIPS** |
| The role requires highly developed communication skills, drawing on complex data and other system intelligence, which may be sensitive in nature. The post-holder can regularly experience significant challenge, including hostility and antagonism whilst delivering key messages reflecting organisational strategy and policy to those with opposing views, which may be entrenched, or who are experiencing distress.  Communicates verbally and in writing very complex/sensitive information (e.g., internal consulting and strategic business partnering outcomes), financial and resourcing matters, influencing the implementation of major change in varied and often multi-faceted situations and circumstances. This can include communicating on an individual basis and to both small/large groups where barriers to acceptance may cause a highly hostile and emotive atmosphere (e.g. handling complex relational and behavioural issues, challenging the perspectives of senior employees and professional groups). Tact, diplomacy and negotiating skills are required, as is the ability to respond appropriately to opposing views.  Acting as a strategic business partner, consultant, change agent and influencer on organisation, local system and sometimes national decisions pertaining to OD, Learning and Employability, the post holder works closely with the Chief Executive, Director of People, other Executive Directors, Employee Director, and Non-Executive Directors. In addition to communication and relationships with other Health Boards, in particular NHS Education for Scotland and Scottish Government Health Workforce Directorate colleagues (e.g., justifying local approach to and level of engagement with national executive leadership, talent and succession planning initiatives).  Promoting and enhancing NHS Forth Valley learning and development, organisational development, staff experience and the fair and consistent management of requests for finite expert practitioner and specialist support in these areas from across the Board. Driving forward the Development and Culture agenda in support of the organisation’s strategic objectives, values, and related behaviours.  As the most senior professional manager of the department’s teams, the post-holder develops, promotes and role models positive team working, networking and visible senior leadership. With Directorate Leadership Team peers, they will contribute to developing and maintaining collegiate and collaborative working across the Workforce Directorate, engaging, and involving the wider directorate leadership cohort.  It is crucially important for the post holder to develop and maintain sound relationships with service and line managers, HR colleagues and partnership representatives across the local health and care system through healthy, robust, and open dialogue, and active leadership and promotion of the principles of working in partnership, even when the outcome is uncertain or ambiguous. Proactive management and development of relationships with partnership representatives, which are to be open, transparent, and true to the organisation’s values.  Joint working is required with other agencies / strategic partners related to the work of NHS Forth Valley. The post holder will link closely with colleagues in other NHS Boards, West of Scotland Region OD Leads, Scottish Government Health Workforce, Local Authorities and Voluntary Agencies.  It is incumbent on the postholder to forge excellent communication links with all the above groups and individuals developing healthy, constructive and, above all, open dialogue.  Run specialist development interventions and give presentations on complex issues such as developing organisational culture, influencing behaviour change, equitably addressing diverse wellbeing needs.  Present evidence-based proposals to Executive Team and Non-Executive Directors in a confident, professional, and effective manner.  Deals with sensitive colleague issues, the impacts of change on individuals, personal and professional development requirements, and engaging colleagues and other stakeholders with transformational change that is not universally understood or accepted. These can be highly challenging situations for participants which require tact, diplomacy, and empathy, and for which resolutions may be complex, ambiguous, and unclear. |

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| **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical Effort:**  Use of a computer daily, regularly for sustained periods with transportation of IT equipment from home to office and other work locations. Frequent VDU use is required for this post for periods of up to 3 to 4 hours at a time in order to produce complex reports and analysis to support decision making.  The role combines periods in a busy office environment and attendance at meetings both on and off-site, this involves a combination of walking, sitting and standing. Hybrid working will be an element of this post so that could be attending, chairing, and facilitating meetings via Microsoft Teams, but also in person.  **Mental Effort:**  Intense concentration will be required on a wide variety of complex issues throughout the day often within an unpredictable work environment with frequent interruptions. The post holder will frequently have to adapt to changing priorities and re-focus the work of self and others on new priority areas that may require urgent action.  The post holder will participate in and facilitate meetings which require a high level of concentration on a wide range of topics, with a variety of audiences and mixtures of attendees (writing Board papers, leading groups of managers with change and development). Deals with sometimes stressful situations such as challenging inappropriate behaviours and entrenched perspectives, conflict resolution, anxieties of senior managers.  Concentration/in-depth mental attention frequently required, e.g. development / presentation of reports for Board, undertaking complex analyses; analysing problems and proposing solutions, leading meetings, influencing NHS staff and managers at all levels of seniority, public speaking, often working under pressure and balancing multiple demands in complex/changing environments.  Frequently re-prioritising workload in a high tempo, fluid work environment. The requirement to function in an “influencing and collaborative” manner during frequent and regular interactions with a range of senior managers and clinicians across NHS Forth Valley, Health and Social Care Partnership and the Scottish Government.  **Emotional Effort:**  The role will require daily negotiation with senior NHS professionals, Directors, clinicians, managers and staff side representatives in a financially constrained health economy, issues that have a significant impact on the quality and quantity of services, challenging practice, and established management processes. There will also be regular interaction/negotiation with Scottish Government, and with full time officials from staff side organisations. Required to challenge performance across the organisation with the need to overcome barriers to change.  The post holder will also be expected to provide advice to senior managers involved in work that the department is supporting and deal positively and promptly with staff concerns and personal problems, challenging any inappropriate behaviours or poor performance and investigating and dealing with complaints as required. Mediating highly charged, and sometimes confrontational situations, discussions.  **Environmental Effort:**  Expected to be flexible in terms of hours worked to ensure service needs are met. There is a requirement to travel between NHS Forth Valley sites and occasionally across Scotland to attend in person meetings, conferences etc. |

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| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB | |
| Highly specialist knowledge of Organisational Development, Learning, Employability and Culture acquired through degree and/or professional qualifications, plus additional training or equivalent experience to Masters level. Evidence of personal and Continuing Professional Development (CPD).  Chartered Membership of CIPD or another relevant professional body, with postgraduate experience and exposure to system leadership, leading and managing change in complex organisations and providing advice to senior officers. Experience of a senior leadership role is essential, including of leading and managing change.  Highly specialist knowledge and skills in supporting individual, team and group development and interventions that enable change. Able to develop, deliver and implement wide reaching long-term strategy and service plans for supporting and developing individuals, teams, and groups / communities of practice.  Requires a broad and contemporary understanding of all areas of the portfolio (e.g., learning and development, leadership and management development, organisational development, staff experience) in order to address issues for the organisation and of related functions elsewhere (e.g., digital specialists, HR Operations, quality improvement and workforce intelligence) in order to involve specialist input as needed.  Understanding of how workforce data and analytics support service design, performance, and organisational objectives.  Extensive knowledge of health and care services, both national and local, the people and culture agenda affecting them, and its relevance to the strategic direction, corporate objectives and values of both NHS Forth Valley and NHS Scotland. Able to work independently guided by broad health and social care strategies and specific local and national guidelines and advise on these can be interpreted and implemented.  Essential Skills/Abilities include: operating effectively in a political environment, with cultural sensitivity and an ability to tolerate ambiguity, ability to create impact and influence stakeholders; proven leadership skills; customer focused approach delivering high quality services, underpinned by the production and effective use of relevant data, systems and a commitment to continuous improvement; influencing, negotiating and problem solving skills; organising; planning; credibility; approachability; assertiveness; advanced listening skills; and the ability to communicate with staff at all levels in the organisation. | |
| **14. JOB DESCRIPTION AGREEMENT** | |
| A separate job description will need to be signed off by each jobholder to whom the job description applies.  Job Holder’s Signature:  Head of Department Signature: | Date:  Date: |