

**NHS PUBLIC HEALTH SCOTLAND**

**JOB DESCRIPTION**

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| 1. JOB DETAILS
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| Job Title | Workflow and Production Manager |
| Immediate Senior Officer/ Line Manager | Service Manager User-centred Design & Delivery |
| Department | Customer Focus |
| Directorate | Strategy, Governance & Performance |
| Location | Edinburgh or Glasgow |
| CAJE Reference | NPPHSS049 |

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| 1. JOB PURPOSE

To facilitate the effective utilisation of resources across Customer Focus by leading the development of workflow processes and information to enable effective delivery and prioritisation of work. The postholder is responsible for ensuring the effective management of incoming work requests through consistent application of processes, liaising closely with other team leads across Customer Focus and providing a key point of contact for internal customers. They will provide an overview of workflow across the team and have responsibility for performance reporting. The postholder will also lead the production services team, providing print, warehousing, logistics, translations and other formats services ensuring the needs of our end users are met.  |

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| 1. DIMENSIONS
* Delegated budget authority for the team up to £5k with overview of spend in excess of £1m
* Responsible for management of a team of 6 WTEs including direct line management of 2 x WTE including staff development and appraisal.
* Initiation and oversight of approx 800 projects per year
* Oversee the storage and distribution contract (worth £250k per year)
* Oversee print procurement and management of all Public Health Scotland products (approx. £600k year)
* Oversee the translations and other formats procurement and management for Public Health Scotland (approx. £100k per year)
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| 1. ORGANISATION CHART
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| 1. ROLE OF THE DEPARTMENT

Public Health Scotland is responsible for leading and enabling the drive to improve health and wellbeing and reduce health inequalities across Scotland.We deliver:* strong public health leadership across the whole public health system in Scotland
* high quality, effective and supportive health improvement, health protection and healthcare public health functions.

We are:* intelligence, data and evidence led.
* have a key role in enabling and supporting delivery at local level.

We deliver leadership roles in relation to:* public health research.
* innovation to improve population health and wellbeing.
* supporting the broad public health workforce across Scotland.

PHS is a values driven organisation and we expect all our staff to role model our values in everything they do. Public Health Scotland is made up of four directorates. These are:* Directorate of Data & Digital Innovation
* Directorate of Clinical and Protecting Health
* Directorate of Place and Wellbeing
* Directorate of Strategy, Governance and Performance

This post sits within the Strategy, Governance & Performance Directorate.The role of the **Strategy, Governance, and Performance (SGP)** Directorate is to provide critical internal and external functions for Public Health Scotland with responsibility for strategic planning, performance, marketing, communications and resources (people, finance and infrastructure) and drives the organisation to deliver, with impact, an ambitious transformation. |

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| **6. KEY RESULT AREAS**1. Lead on facilitating the effective utilisation of resources across Customer Focus. Work collaboratively with the Customer Focus team leads to initiate, allocate and prioritise work coming into the overall team from across the organisation; retain a high level oversight of all work going through the team; actively monitor and track progress of the work to identify and help resolve blockages. Negotiate with and seek to influence Customer Focus team leads to ensure appropriate and adequate allocation of resources.
2. Act as a key internal point of contact for work initiation with Customer Focus. Establish, and maintain deep and effective partnerships with internal customers to ensure the smooth initiation and allocation of work into the team. Negotiate with internal clients to ensure the work of the Customer Focus team is aligned to corporate priorities. Represent team and directorate on various internal groups (e.g. business planning and demand management).
3. Build and maintain relationships with external customers and suppliers, ensuring that specifications of products and routes to customer are developed to meet user needs and achieve best value for money. Oversee Once for Scotland requests from other health boards and partners such as Scottish Government.
4. Lead the development and standardisation of processes and systems to manage workflow and generate progress and performance reporting for the whole team. Initiate, develop and implement appropriate standard operating procedures to ensure adoption of best practice, consistency of approach and monitor compliance. Ensure these are effectively communicated to internal clients and that Customer Focus team members are appropriately skilled in deploying them, developing and delivering training as required.
5. Lead on developing and providing performance data for Customer Focus through synthesis, analysis and interpretation of large volumes of complex information (multiple projects at various stages, pulling data from different sources, liaising with large numbers of project managers) to generate accurate status and performance reports (monthly, quarterly and ad hoc). Work with other Customer Focus managers to use this data to help “tell the story” of the work of the organisation.
6. Lead specific projects for Customer Focus as required, including, monitoring and managing progress against timescales, identifying issues and managing risks and adjusting plans as required to avoid problems that may adversely impact project delivery.
7. Promote, facilitate, and enable adoption of a range of quality and continuous improvement initiatives for the Customer Focus team to improve efficiency and enhance service delivery; this will include analysing and redesigning business processes, as required, to make best use of the people involved and enabling this with new technology as appropriate.
8. Lead, line manage, and motivate staff in the Workflow and Production team to ensure that they are enabled to make an effective contribution to directorate and corporate objectives and that a strong ethos of continuous improvement and customer focus within the team is built and maintained. Support all staff to understand and enact the PHS values and understand their role in promoting those values and achieving strategic aims.
9. Ensure all warehousing, print, distribution, translation and other format procurement is carried out within corporate guidelines and appropriate frameworks, and that all services delivered provide a quality service and value for money. Responsible for the effective management and control of spend in excess of £1m per annum and delegated authority of £5k.
10. Follow all required financial, project planning and reporting organisational processes, ensuring the effective management of resources by self and of the team within defined limits, and taking action or alerting manager as required, where corrective action is needed.
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| 1. **ASSIGNMENT AND REVIEW OF WORK**
* Within the context of agreed objectives and functional goals, the postholder is expected to act with considerable autonomy and initiative.
* There are monthly one-to-one review meetings with the Service Manager for User-centred Design and Delivery and more frequent informal contact as required.
* There are regular team meetings and with colleagues elsewhere in the Customer Focus team to plan objectives and priorities and work plans, with more regular or ad-hoc updates as necessary.
* Annual objectives are agreed with the Service Manager as part of appraisal and ongoing development review.
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| 1. **DECISIONS AND JUDGMENTS**
* Expected to make operational and autonomous decisions in all aspects of the role (e.g. identify blockages and make recommendations how to resolve them).
* Operational judgements to manage conflicting views and reconcile differences of opinions, across both internal and external stakeholders, to ensure successful delivery of products.
* Synthesising, analysing and interpreting large volumes of complex information (multiple projects at various stages, pulling data from different sources, liaising with large numbers of project managers) to generate accurate status and performance reports.
* Assess budget and staff implications of team’s work, with appropriate remedial action, including the reallocation of resources across programmes of work within the team.
* Responsible for the performance of line managed staff and for their effective management of their line managed staff.
* Deliver support and advice to staff across the organisation from a range of disciplines and at all levels of seniority in order to influence effective communications both internally and externally. This is likely to require the need to challenge practice and assumptions about long-standing approaches and expectations.
* The postholder is expected to anticipate problems and risks (e.g. failure to meet legislative requirements, potential for poor external relations) and identify and act on broader and longer-term issues to ensure effective and appropriate resolution and ongoing improvement in service delivery.
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| 1. **MOST CHALLENGING PART OF THE JOB**
* Balancing the overview of many (100s of) projects with having control over individual projects. Much of the time will be liaising with other team leads or project leads within Customer Focus and having influence rather than direct control over outcomes.
* Managing a team where the operating context is evolving as we move towards more digital delivery of services, balancing this with meeting user needs particularly those most at risk of experiencing health inequalities (e.g. people with a disability, people without English as a first language, people with low literacy levels) to ensure that no one is excluded.
* Managing internal customer expectations and providing the right information to ensure the Customer Focus team focuses capacity on the most important/impactful work.
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| 1. **COMMUNICATIONS AND WORKING RELATIONSHIPS**
* Daily contact with the Service Manager to ensure join up of approaches and work plan
* Regular contact with staff across Customer Focus team via one-to-one and team meetings. Influencing and negotiating required here in working collaboratively (without authority) with other managers and supporting them to manage their resources effectively.
* Working autonomously, the post holder is required to develop strong working relationships and high credibility with staff, managers and directors. This will involve highly-developed interpersonal, written, presentation and consultancy skills.
* Representing the Customer Focus team and employing high levels of customer service, act as the key point of contact for initiation of work, working with large numbers of internal clients from across the organisation.
* Work will involve highly-developed communication skills to probe issues with individuals and groups, and will involve facing and overcoming barriers to the implementation and development of organisational strategy.
* Regular presentations on progress and performance to colleagues within the Customer Focus team and wider organisation often at senior management level.
* Developing and delivering training and presentations where required, being aware of the level of knowledge of the audience, tailoring the contents according to their needs and being able to react to feedback received.
* Networking with relevant senior officers across Customer Focus and out with PHS in the health sector to learn from others and identify best practice.
* Significant and regular collaborative work with a wide range of staff from across the organisation to help implement change.
* The postholder will be required to communicate on a range of highly-complex topics (multiple projects and various statuses) and in sensitive situations (influencing project managers without any direct authority, working to tight deadlines), implementing appropriate approaches to deal with conflict and resistance to change.
* Expected to forge own working relationships proactively across the organisation and beyond in order to negotiate directly with senior staff for action or joint working that will lead to the delivery of agreed project outcomes.
* Chair or present at meetings with external organisations, contractors and partners, and sit on internal and external working groups (meetings frequently include complex information and ideas and often last for a whole or half day).
* Represent team and directorate on various internal groups (e.g. business planning and demand management).
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| 1. **QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST**
* A post-graduate degree in Marketing, Publishing, Communications or a related field with additional relevant experience

Experience* Demonstrable significant experience of product delivery across multiple products, ensuring high levels of quality and accessibility standards, and working in a customer focussed environment.
* Project management experience, with the ability to apply project management techniques proportionately to a complex and multiple set of projects and to support others in effective project management techniques.
* Experience of workflow/traffic management of large volumes of work and using systems and processes to manage workflow.
* Experience of leading a team including managing and motivating staff to achieve results and provide a customer-focussed service.
* Experience of developing and delivering training and presentations where required.
* Experience of managing significant departmental budgets.
* Experience of procurement within frameworks following protocols and procedures and managing significant spend ethically and sustainably to deliver value for money.

Skills* Ability to analyse complex data and use findings to better manage demand and deployment of resources
* Ability to synthesise and analyse data to generate performance and progress reports to inform continuous improvement.
* A sound understanding of accessibility, equality and diversity, human rights and legislation and policy and its application in practice to the public sector in Scotland.
* A sound understanding of the NHS in Scotland, how it is structured and organised, the current key policy context and drivers and organisational constraints.
* Excellent interpersonal and written communication skills including presentation, group facilitation, communication skills (written and oral), influencing and negotiation, tact and diplomacy, chairing and facilitating meetings, including the ability to assimilate complex information (multiple projects at various statuses, technical information about print, warehousing or other languages and formats), summarise key issues and present in an effective format to a range of different audiences to improve practice.
* Excellent organisational skills including effective work planning for self and others and effective compliance with all organisational processes such as finance and audit.
* Proven ability to work and contribute effectively within and across teams, focusing at all times on the delivery of high quality services to the team’s customers be they internal or external
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| 1. EQUIPMENT AND MACHINERY

Telephone, mobile phone, PC, laptop (including remote working software), conference room equipment. |

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| * SYSTEMS
* Computer software packages:

MS Word – documents, reports etcMS Excel – statistics and spreadsheetsMS Powerpoint – presentationsMS Outlook and NHS net – email communicationMS SharepointMS TeamsMS Office 365* Web-based project management tools (Trello, Miro, Jamboard)
* Web-based search engines – information search
* Internal administrative systems e.g. timesheets, travel requests, training requests for self and in line manager role
* Internal HR systems e.g. annual leave, personal development plans, Turas – line management and personal development
* Internal business planning tool - programme planning, performance management and reporting
* Finance systems – budget management
* Risk management systems - risk recording
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| 13. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**Physical Effort*** Inputting at keyboard (repetitive movements) in order to respond to e-mails, write reports, prepare presentations and enter data (can be for extended periods of time, and on a daily basis).

**Mental Effort*** Frequent concentration for varying periods of time will be required The postholder has oversight of a large number of projects at varying statuses at any one time. They will need to analyse and synthesise data for reports.
* Managing the impact of resistance to change, responding to unpredictable demands; dealing with frequent interruptions; meeting tight deadlines; being alert for long periods; frequently changing from one activity to another; managing complex workloads; dealing with rapidly emerging priorities, problem solving on behalf of self and others.
* Effort in keeping up to date with and interpreting complex and quickly changing policy, strategy and legislation.
* Analysing and redesigning business processes to deliver continuous improvement.

**Emotional Effort*** Motivating people within the organisation and within external organisations to embrace and respond to a challenging agenda and to deal on a regular basis with a wide range of responses to the issues, ranging from positive acceptance, through to apathy through to explicit rejection of the validity of the work.
* imparting news to stakeholders, for example when managing and promoting transformational change processes.
* responsible for recruitment and performance management of staff, following staff governance guidelines and policies.

**Working Conditions** (Environmental Demands**)*** Occasional continuous use of VDU when preparing written reports or responding to a series of detailed e-mails.
* Office sites tend to be open plan, which can require the postholder to concentrate at times of noise or interruption.
* Frequent movement between the organisation’s sites and to locations of external meetings with partners, necessitating use of road, rail and occasionally air transportation (depending on location of meeting).
* Work can involve delivering unpredictable and complex outputs whilst on the move or out of the office for extended periods with limited remote access.
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| 1. JOB DESCRIPTION AGREEMENT
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| A separate job description will need to be signed off by each postholder to whom the job description applies. |
| Postholder Signature: |  | Date: |  |  |
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| Postholder Print: |  |  |  |  |
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| Manager Signature: |  | Date: |  |  |
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| Manager Title: |  |  |
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