

**NHS NATIONAL SERVICES SCOTLAND**

# JOB DESCRIPTION

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| **1. JOB DETAILS** |
| Job Title | **Business Analyst** |
| Immediate Senior Officer/ Line Manager | Programme Manager |
| Department | PgMS Service Design |
| SBU | Strategy, Performance and Service Transformation (SPST) |
| Location | Various NSS Locations/ Flexible |
| CAJE Reference | NPSPSTG733 |

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|  **2. JOB PURPOSE** |
| The business analyst role is responsible for analysis of data, processes and procedures for the Service Transformation team in PgMS. The post holder will determine the areas that require analysis based on customer needs and emerging evidence from the research team who they work in tandem with. From analysis of the data and exploration workshops with customers the post holder will suggest areas for improvement and work with customers and the wider team to develop solutions which could include Blueprints, Target Operating Models, new processes or systems. The role will engage with a diverse customer group, which can include internal staff, NHS staff in other Boards, Scottish Government Colleagues, health and social care partners and service users and patients. The post holder will work as part of a wider multi-disciplinary Service Transformation Team and work closely with designers, researchers, and developers to improve services for users. They will ensure the delivery of credible and ethical analysis to influence decision making across all levels of Service Improvement, transformation, and design within NSS and for customers across NHS Scotland. |
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| **3. DIMENSIONS** |
| NSS provides a diverse range of support services for the NHS in Scotland, delivered through 6 Strategic Business Units (SBUs) covering Blood, Tissues and Cells; IT; Procurement, Commissioning and Facilities; Public Health and Intelligence; Practitioner and Counter Fraud Services and Central Legal Office. NSS PgMS is a specialised function within the Strategy, Performance and Service Transformation (SPST) SBU.NSS PgMS provides specialist services to NSS and NHS Health Boards for local Board initiatives, to Scottish Government Directorates for national initiatives under the Public Services Reform portfolio; and Shared Services Programmes, to, Local Authorities and NDPBs where projects and programmes under PgMS management can range from £500K - £1M for NSS, up to £5M in Health Boards and Local Authorities, and for SG Public Sector Reform, £5M to £50M, in efficiency savings.This role sits in the Service Transformation Team who work on service transformation programmes across NHS Scotland. The team was established in 2019 to interpret and implement the Scottish Approach to Service design in NSS and deliver that service internally to NSS and externally to our colleagues in other Health Boards. One of the principle reasons for transformation is to allow cost savings to be realised in NHS Scotland. As this is a new and emerging approach to a more customer focussed designing of services the team are leading thought and innovation in this area and ensuring that the Scottish Government approach is adapted for success in the NHS in Scotland. As with the rest of PgMS this is a paid for service and as such, those working in the area need to be very commercially and politically aware and offer exceptional consultancy services to customers. The post holder will have a predominately consultancy role. However, their advice, recommendations and other aspects of consultancy will affect major budgets and impact large numbers of staff. The post holder is responsible for the direct line management of project support staff both temporary and permanent. |
| **4.**  **ORGANISATION CHART** |
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| **5. ROLE OF THE DEPARTMENT** |
| NHS National Services Scotland delivers a range of national services through 6 main Strategic Business Units (SBUs). The role of the Strategy, Performance and Service Transformation (SPST) SBU is to lead the development of the NSS strategy and to drive forward its implementation in order to deliver and embed the purpose and vision; to maximise the performance of NSS and our impact on the Scottish Government, NHS Scotland, Health and Social Care IJB’s and to support the delivery of the transformation agenda in NSS and across Health and Social Care. SPST has approximately 350 staff with over 200 of these in PgMS.The SPST SBU has a substantial role in enabling the delivery of the National Health & Social Care Delivery Plan across a range of National Programmes through a “Once for Scotland” approach. |
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| **6. KEY RESULT AREAS** |
| 1. Acting in a consultancy role with customers to scope, plan and deliver the project or programme of analysis work. The postholder will prepare project/programme plans covering scope, time and resources required to deliver.
2. During the first phase of work the post holder will support the mapping of the ‘as is’ state in the customer environment using appropriate analysis tools (such as process mapping, DILO, SIPOC) to build an evidence base of the opportunities for improvement. This data is used in conjunction with qualitative data from the User Research Team.
3. During the second phase of the transformation lifecycle, the post holder will support the design, development and delivery of improved products, services or process. This could be through Blueprint development, systems specifications or improved process flows for example.
4. Contribute to the design and delivery of customer engagement such as workshops and show and tell sessions.
5. Act as the liaison between business, design and technical staff at all levels to understand how the business functions, and identify opportunities for improvements in process, procedures or ways of working.
6. Responsible for appropriately capturing user requirements, expectations and aspirations, ensuring that project proposals can genuinely deliver business benefit from extended or improved solutions Raising the awareness and understanding of the vision, capabilities and potential of the Service Transformation Team, by understanding the business needs of stakeholders and demonstrating that the SBU can help.
7. Use the captured data to inform design solutions. This will often be for changes to existing systems where complex constraints and interactions need to be understood in designing the solution. In some cases a full business case would be required and the postholder would input to both the options appraisals and project/programme budget. Where a new system is a preferred solution the postholder will contribute to the procurement process.
8. Ensure appropriate work products are developed and techniques followed for each stage of the project lifecycle in accordance with the project methodology.
9. By maintaining and developing awareness of the latest leading edge technology and business practice, ensure appropriate advances can be incorporated into customer products to ensure that they are ‘state of the art’ solutions for the cost effective, stepwise achievement of the National Strategy for modernising NHS Scotland.
10. Assist in the resourcing of projects by assessing and clearly expressing the need for particular skills at key points in the project, including negotiating with other projects.
11. Act as the principle advisor and a source of expertise to stakeholders and staff at various stages during the life of a project.
12. Contribute to policies and procedures as they affect the operation of the department, in particular, those affecting quality, business analysis and project management.
13. Contribute to the training and coaching of new staff, particularly when allocated to the same project.
14. Help to build a culture of continuous delivery and improvement, ensuring that key processes are regularly analysed, maintained and improved.
15. Line management of Project Support Officer. Responsible for the allocation and supervision of work carried out ensuring that quality of work is at the standard required.
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| **7. ASSIGNMENT AND REVIEW OF WORK** |
| * Expected results are defined but the post holder decides how they are best achieved and is guided by general principles (such as LEAN/Six Sigma) and broad occupational policies or regulations. Peers or external reference points may provide guidance.
* Understand organisational strategy and objectives and can align analysis with objectives to create strategic insights that inform policy and proposition.
* Have specialist knowledge in business analysis, therefore assume a self-governing approach to all decision making in relation to work programming and that of others.
* Make decisions that result in effective and efficient working practices.
* Represents NSS at internal/external meetings/forums and deputises where necessary and as appropriate for the Programme Manager and other peers/members of senior team.
* Annual objectives are agreed with the line manager as part of appraisal and ongoing development review
* The post holder is expected to be proactive in the anticipation, instigation, co-ordination, prioritising and delivery of demanding, competing and often conflicting work demands.
* The post holder is responsible for identifying, analysing, justifying, bidding for, initiating and delivering work against the priorities defined.
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| **8. COMMUNICATIONS AND WORKING RELATIONSHIPS** |
| The post holder will develop effective working relationships and communicate regularly with a wide range of individuals, clinical and non-clinical, internal, and external to NSS. This will require excellent communication, marketing, and interpersonal skills, including sensitivity, tact and diplomacy and the ability to handle very difficult or contentious conversations with stakeholders who, for example, may not be satisfied with the service. * Building and maintaining effective relationships with internal and external subject-matter experts, including key stakeholders in other government departments, other public sector organisations, and industry to share best practice
* Listen to, and understand customer and stakeholder needs and expectations, to be able to provide outputs which reflects the needs of the business.
* Helps colleagues understand how digital technology is changing user behaviour, and the challenges and opportunities for public services broadly and more specifically NSS/NHS
* Regular formal presentations to senior groups, project teams, user groups of varying sizes (20+) as well as a range of other internal and external stakeholders where required.
* Regular written reports and proposals aimed at both technical and non-technical audiences
* Communicate impartially and credibly with a diverse range of users to understand the root cause of service and system issues.
* Presentation of complex or contentious information (e.g. detailed requirements, options appraisals, or project delays) to formal Steering Group, User Groups and other meetings related to current work assignments. Presentations on findings and conclusions are to obtain endorsement or agreement to proceed to next stage. Presentations can also be updates on progress of the assignment.

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| **9. MOST CHALLENGING PART OF THE JOB**  |
| * Gathering and analysing existing data sources to understand the problems in existing systems and processes as baseline data may not exist and will need to be developed by the post holder
* Ensuring that the BA work aligns to user research to validate or challenge insights from that research
* Supporting customers to define existing processes as there is often a gap between what is documented and what is done in practice
* Obtaining clearly defined and agreed requirements from stakeholders at all levels internally and externally who will have differing views and opinions
* Designing solutions and writing functional specifications that meet the requirements, that are feasible to develop and implement, that are consistent with or enhance the existing user interface, and that are usable by real users who are working under pressure in busy departments.
* Ensuring an appropriate balance between conflicting expectations, requirements and local political, and other, agendas to ensure that local needs can be addressed within National ‘standards’.
* Production of valid project proposals. This often based upon ill-defined requirements and expectations. This would include identifying and defining consensus of requirements. This despite conflicting priorities, evolving demands and changing constraints and demanding user requirements/expectations.
* Building positive working relationships, respecting and valuing the contributions made by others and acting in a considerate, helpful and inclusive manner at all times.
* The ability to recommend and influence strategic change and influence organisational and individual behaviour.
* Working to tight timelines aligned with an ‘Agile’ way of working
* Managing multiple projects concurrently
* Ensuring personal resilience given the change management/transformation nature of the SBU
* The mental effort required will necessitate periods of intense discussion, analysis of data and interpretation of analysis and research in order to inform the requirements of programmes of work
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| **10. Systems** |
| The post holder must be able to create and design reports within the Microsoft environment, these reports will be used as daily tools for supporting and presenting all aspects of analysis activities to a range of audiences. The post holder would be expected to tailor their use appropriate to specific audiences and reporting requirements. **Microsoft Word** – for the provision of records, reports, communication. **Microsoft Excel** **and other data/analytical software/tools**– for the storage and production of data to enable the generation of reports. Synthesis of data/analytics**Microsoft PowerPoint** – for the design and production of presentations.**Microsoft Outlook** – for effective and efficient communication and diary management.**Microsoft Publisher** –To create, personalise, and share a range of professional-quality publications and marketing materials.**Microsoft Project** – for effective and efficient management of projects.Microsoft Teams – for daily communications including running meetings workshops and seminarsBespoke software such as Mural, Dictation software such Otter.ai etc.**Multi-media equipment** – for presentation purposes**General Equipment** – use of PC, laptop, printer, telephone, fax, photocopier, scanner, audio visual equipment, video and teleconferencing units, laminator, binder, shredder. Use of a mobile phone with prolonged conversations on a very frequent basis. Use of telephones for call conferencing on a very frequent basis.**Internet Explorer** – for guidance, research, management of social media channels**Intranet** – for access to organisational policies, procedures, and updates.**NSS Systems –** for corporate compliance (Crown flexi, SSTS, LearnPro, eESS, Turas)* **Mobile telephone** with prolonged conversations on a frequent basis
* Establish requirements for new analysis toolsets
* Knowledge of modelling and analysis tools.
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| **11. WORKING ENVIRONMENT AND EFFORT** |
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| **Physical Effort** |
| * Regular requirement for desk work for concentrated periods using a computer.
* Requirement most days to attend and sometimes facilitate/chair organisation and external meetings with prolonged periods of sitting (1-3 hours).
* Required to undertake travel across Scotland
* Lifting and moving of equipment including laptops, projectors, and flip charts etc.
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| Mental Effort |
| * Requirement to be constantly, positively responsive when dealing with customers and reacting to specific requests causing changes in workload.
* Regular presentations to managers and staff.
* Coping with frequent interruptions when involved in prolonged periods of concentration. Such interruptions can be from people working on the same project asking technical questions but could also be from anyone asking a variety of questions about any area relating to the post holder’s knowledge.
* Prolonged periods of concentration are necessary when interviewing stakeholders, analysing complex information, and writing detailed reports.
* Requirement of deep dive into highly complex environments to assimilate, analyse, communicate, and challenge data and processes across programme of work.
* Daily requirement for discussion and negotiation with a wide range of team members, partners, and suppliers internal and external to the organisation with an elevated level of concentration.
* High levels of concentration and reflective capacity to distil and refine highly complex research findings, baseline data and statistics
* Requirement for written documents, reports and other organisational documents to be produced with frequent interruptions.
* Requirement to participate in telephone / video-conferencing and other channels used for communication
* Telephone/ email communication with frequent expectation of interruption to daily
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| **Emotional Effort** |
| * Management of the impact of being the conduit between what is wanted and what can be delivered.
* Delivering “bad” news in a positive light, e.g. when informing stakeholders that changes require business practice changes, or will be delayed, or delivered in other than their preferred manner.
* Motivating people to embrace and respond to changes in process and approaches, and dealing with resistance to those changes
* Motivating people to embrace and respond to a challenging agenda and the need for change, dealing 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
* Responsible for recruitment and performance management of staff, following staff governance guidelines and policies
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| **12. ENVIRONMENTAL / WORKING CONDITIONS & MACHINERY AND EQUIPMENT** |
| * Mainly office, hospital or practice environments.
* Regular travel.
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| **13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST** |
| * A degree or professional certification orequivalent experience in a business analytics, project management discipline. Combined with additional specialist knowledge acquired through training and relevant experience to postgraduate level or equivalent. This may include but is not restricted to:
	+ Certification in Data analysis such as Microsoft Advanced Excel
	+ Lean Six Sigma certification or equivalent qualification or significant practical exposure to Lean methodology
* Proven track record of business analysis experience across a range of disciplines including software, process, strategy and operational improvement. The post holder will be experienced in requirements gathering and business case production, ideally within a health service or equivalent environment.
* The post holder will be experienced in mapping as is processes, capturing pain points and working with customers and user to develop new solutions to challenges and problems
* Working in a transformation team the post holder will be expected to use data to support or challenge the views expressed in the qualitative process to ensure that the overall findings are robust and rigorous
* Proven track record in project management, including identifying and justifying projects, estimating, planning, project initiation and monitoring/tracking.
* Experience of managing multiple projects concurrently
* Leading and directing the end-to-end design, delivery and reporting of all quantitative analysis across transformation work
* Proven experience of change management and the use of skills to facilitate change.
* Demonstrable knowledge and experience of using a range of appropriate communications and engagement methodologies
* Thorough understanding of relevant national strategy and policy drivers in relation to national health and care priorities
* Excellent influencing, negotiating, presentation and facilitation skills
* Formal project management training using methodologies such as PRINCE2, Management of Risk (MOR) or Association for Project Management (APM) or SaFE Agile Framework or LEAN.
* Ability to find the simplest possible solution to complex business problems.
* Ability to translate complex requirements into functional specifications that are meaningful to both the users and those developing the revised product, programme or process.
* Knowledge of the issues, culture and opportunities prevalent in NHS Scotland.
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| **14. JOB DESCRIPTION AGREEMENT** |
| A separate job description will need to be signed off by each post holder to whom the job description applies. |
| Post holder Signature: |  | Date: |  |  |
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| Post holder Print: |  |  |  |  |
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| Manager Signature: |  | Date: |  |  |
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