

WELCOME TO NHS GREATER GLASGOW AND CLYDE CANDIDATE INFORMATION PACK

**Post: Assistant Director -
(Infrastructure Planning and Delivery)**



Location: Glasgow

Job Reference: 81786

Closing Date: Wednesday, 5th January 2022

Delivering better health

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Contents

| Section | |
|-----------|---|
| Section 1 | Recruitment Advertisement |
| Section 2 | Job Description and Personal Specification |
| Section 3 | NHS Greater Glasgow and Clyde Summary of Core Leadership Competencies |
| Section 4 | Summary Terms and Conditions of Employment |
| Section 5 | Recruitment process and timetable |
| Section 6 | How to apply |

For further details on how to apply and to complete the NHS Scotland Online application form

Please visit <https://apply.jobs.scot.nhs.uk> select Region > Greater Glasgow and Clyde > Job Type Senior Manager Level > Job Reference No: 81786

Dear Candidate

Thank you for expressing an interest in the post of **Assistant Director (Infrastructure, Planning and Delivery)**.

We hope the candidate information pack will help you decide whether you are the right person to meet the key challenges for this opportunity.

This role offers the successful candidate a rewarding career opportunity to work with an already strong team of clinical and non-clinical staff who deliver high quality services that meet the evolving and increasingly complex healthcare needs of the diverse communities we serve across Greater Glasgow and Clyde.

We are seeking candidates who will bring the right blend of skills and experience necessary to lead and develop a team of dedicated professionals. Most importantly you will bring a fresh, forward-thinking and collaborative approach to the role which is central to the continued improvement of the Services we deliver.

We hope you will be inspired by this fantastic career opportunity and look forward to receiving your application should you decide to apply.

The Recruitment Process

Candidates should note that the recruitment process will include for shortlisted candidates a pre-interview assessment stage prior to formal interview. Please note to comply with NHS Greater Glasgow and Clyde's social distancing practices all stages of the recruitment process including interviews may be conducted virtually via Microsoft Teams.

The following is included in this candidate information pack to help you with your application:

- Recruitment Advertisement
- Job Description and Person Specification
- Summary of NHS Greater Glasgow and Clyde Core Leadership Competencies
- Summary Terms and Conditions of Appointment - NHS Greater Glasgow and Clyde
- Recruitment Process and Timetable
- How to Apply

If you have a disability or long-term health problem, the Board are committed to offering reasonable adjustments throughout the recruitment process and employment. If you require further information or support, please contact susan.chisholm@ggc.scot.nhs.uk.

Thank you for your interest in the post.

Recruitment Services



Recruitment Advertisement

NHS Greater Glasgow and Clyde

Post: Assistant Director (Infrastructure, Planning and Delivery)
Salary: Agenda for Change Band 8D: £88,385 - £92,424 per annum
Tenure: Permanent
Hours: 37.5 hours
Location: Glasgow

Relocation Package where appropriate

NHS Greater Glasgow and Clyde (NHSGGC) is an organisation which is renowned for modern high-quality patient care and progressive medicine. It is therefore vital that we continue to attract and nurture the most talented and public service focused people, both locally and from around the world.

NHS Glasgow Greater Glasgow and Clyde (NHSGGC) is the largest NHS Health Organisation in Scotland providing acute hospital, primary, community and mental health services to a population of 1.15 million plus providing specialist regional and national services to more than half of Scotland's population. The geographical area covered is diverse; encompassing 6 local authority areas within the West of Scotland and with an annual revenue budget of c £3.2 billion and a capital budget of £60m this represents circa 24% of the overall Health spend in Scotland.

A challenging and exciting opportunity has become available to take the lead in Infrastructure planning and capital delivery in one of the largest Estates and Property services in the United Kingdom.

As Assistant Director (Infrastructure Planning & Delivery), you will have responsibility for developing and delivery of the Board's Infrastructure Strategy and Capital delivery package including maintaining an effective and fit for purpose Asset Management Strategic Plan and ensuring the delivery of all Capital Projects timeously and within budget.

You will be the lead specialist and provide direct management of the Property and Capital Delivery Team, so as to ensure all contract work is carried out to ensure high performance and compliance with recommended standards and legislation.

You must be educated to Masters' level or equivalent, have a relevant Professional qualification and significant experience within Capital Planning/Delivery at a strategic level within a large scale, complex, multi-site environment, preferably Healthcare. You will have significant experience of working strategically and corporately at or close to board director level, demonstrable leadership, communication and interpersonal skills and a record of achievement and ability to meet strategic organisational objectives at senior Management level.

As importantly, you will be able to demonstrate achievements in motivating and developing teams, creating and maintaining a culture of high performance and operating to best in class standards through effective people management.

If you are inspired by the challenges this opportunity presents and believe you have the relevant skills, experience and qualities we are seeking then we look forward to receiving your application which will be given careful consideration.

NHS Greater Glasgow and Clyde encourages applications from all sections of the community. We promote a culture of inclusion across the organisation and are proud of the diverse workforce we have. Applications are welcome from UK, EEA and non-EEA candidates.

If you would like to find out more about this role before applying, for a confidential discussion please contact:

Tom Steele, Director (Estates & Facilities) please email Tom.Steele@ggc.scot.nhs.uk or phone 0141 211 0270

For a Candidate Information Pack and further application information, please visit <https://apply.jobs.scot.nhs.uk> and follow the link to Greater Glasgow & Clyde, look under Senior Manager Level – Job Reference No: 82275.

Closing date for returning applications: Wednesday, 5th January 2022

Interview are expected to take place in January 2022.

The recruitment process will include a pre interview assessment stage and a formal panel interview. Please note to comply with NHS Greater Glasgow and Clyde's social distancing practices we may carry out all stages of the recruitment process including interviews virtually via Microsoft Teams.

Find out more about NHS Greater Glasgow and Clyde at www.nhsggc.org.uk

EU Settlement Scheme - EU, EEA or Swiss nationals are strongly encouraged to join the [EU Settlement Scheme](https://www.gov.uk/settled-status-eu-citizens-families) prior to 30th June 2021. As part of the recruitment process, you will be required to produce proof of your EU Settlement status from 1st July 2021 to demonstrate your Right to Work in the United Kingdom. Further information: <https://www.gov.uk/settled-status-eu-citizens-families>.

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JOB DESCRIPTION



| Job Details | |
|------------------------|---|
| Job Title: | Assistant Director (Infrastructure, Planning and Delivery) |
| Responsible to: | Director of Estates and Facilities |
| Department: | Estates and Property |
| Directorate: | Estates and Facilities |

| Job Purpose |
|--|
| <p>The Assistant Director (Infrastructure, Planning and Delivery) will be the Board's lead specialist for Property and Capital Projects, with responsibility for developing and delivery of the Board's Infrastructure Strategy and Capital delivery package including maintaining an effective and fit for purpose Asset Management strategic plan and ensuring the delivery of all Capital Projects timeously and within budget</p> <p>The post holder will be professionally responsible and accountable for the standards, delivery, continual monitoring, risk management and review of all services within their remit to ensure a professional, high quality, cost effective and efficient service to meet the demands of the organisation, its staff and patients.</p> <p>The post holder will be the senior lead specialist and provide direct management of the Property and Capital Delivery Team, so as to ensure all contract work is carried out to ensure high performance and compliance with recommended standards and legislation.</p> <p>Produce clear reports for the Director of Estates and Facilities of highly complex information</p> <p>Be responsible for the management of Contractors and programme project manage schemes of Capital and Revenue developments involving feasibility studies, production of specifications and drawings, preparation of quotation/tender documentation, evaluation of returned quotations/tenders and the management and control of the Contractors throughout the duration of the project to ensure compliance with specification and all statutory obligations. This will include budget management and ensuring compliance with SFIs.</p> <p>The post holder is a key member of the Estates and Facilities Senior Management Team who are responsible for developing a framework and policies and procedures in which the Estates and Facilities Directorate can operate efficiently and consistently under.</p> <p>The position requires very close liaison with the Estates and Facilities Senior Management Team and other senior managers within the directorate and other directorates within the Board.</p> <p>The post holder has significant delegated authority to act on behalf of the director.</p> |

Job Purpose cont./

This post is essential in ensuring that the directorate operates in a consistent, transparent and safe way with appropriate policies and procedures in place together along appropriate financial controls for both capital expenditure and revenue.

Role of the Department

Estates and Facilities is the third largest service Directorate within NHS Greater Glasgow & Clyde. It plays an essential role in supporting clinical activity and healthcare provision within the Acute and Primary care settings for the population of NHS Greater Glasgow and Clyde and beyond.

In addition to the local and Glasgow & Clyde wide clinical and support services there are a number of Regional and National centres for clinical care provided within the Board. The profile of the Estate ranges from Victorian buildings to new purpose built units acquired under PPI/PFI Funding Schemes.

The range of Estates and Facilities Services provided within the Directorate covers:

Estates Maintenance, Estates Major and Minor Works programmes, Catering; Domestic Services; Porterage; General Services; Sewing Rooms; Linen and Laundry Services; Transport; Car Parking; Sterile Services; Procurement; Cashiers; Grounds Maintenance, Asset Management and Pest Control.

The Directorate is a highly complex organisation in its own right which supports all aspects of health care within the Board and contributes to the wider development of facilities services strategies and initiatives nationally.

The Directorate is required to provide professional and technical facilities management advice and leadership for NHS Greater Glasgow & Clyde at all levels of the organisation. In the current changing healthcare environment the Estates and Facilities Directorate is also involved in Corporate and Strategic Planning of new facilities and operational service specifications.

The Directorate will be organised to best manage service delivery focusing on the capability development of existing staff by being a champion of excellence and innovative performance. The Directorate will continually review and improve the quality and range of services provided in support of the Board's clinical service objectives through a process of continual improvement and innovation which adapts and develops to modern healthcare services and core Facilities service provision.

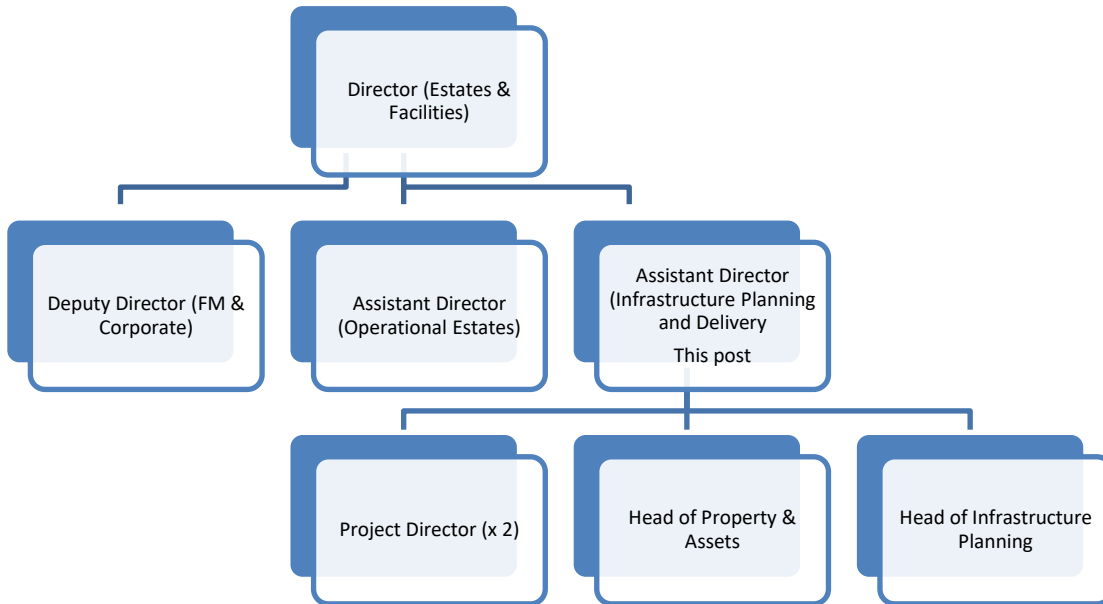
The Directorate will be managed to comply with overarching strategy compliance, national agendas and Board policy and will operate in close collaboration with other Directorates, Health Boards and SEHD.

From a strategic business planning perspective, it will seek to manage a number of services, business opportunities, contract negotiations and related processes through a proactive personal development route, which encourages investment in people, technologies and process design.

Role of the Department

The Directorate will be a high performing team focussed on delivering excellent services to all our stakeholders and to be highly respected for our contribution to the Boards strategic goals

Organisational Position



Scope and Range

| | Pay | Non Pay | STAFF WTE |
|-------------------------------|---------------------|---------------------|------------------|
| Estates and Facilities | £110 Million | £125 million | 3,505 wte |
| Estates and Property | £18 Million | £76 million | 420 |

| Non Pay Budgets | £m |
|------------------------|-----------|
| Property Maintenance | 17 |
| Grounds And Gardening | 2 |
| Property Rates | 26 |
| Water Charges | 4 |
| Heating Fuel And Power | 26 |
| TOTAL Non-Pay | 75 |

Main Tasks, Duties and Responsibilities

The post holder will be responsible for the following broad areas:-

- The management of Capital Projects, the maintenance of all Board assets, the efficient and effective use of board Property and the management of commissioning and decommissioning of buildings.
- The preparation of Board Infrastructure and Capital Strategy in the short, medium and long term

Key performance areas across this portfolio are:-

a) Operational Delivery of Services

i) Infrastructure Planning

Responsible for ensuring the completion of the Board's Infrastructure Strategy, in conjunction with the

- Board's Clinical Strategy
- Responsible for the production of plans of short, medium and long-term infrastructure replacement and development.
- Liaise directly with the local Clinical Directorates promoting positive communication

ii) Property

- To lead on the Board's Infrastructure Strategy, developing long-term plans that consider the Board's overall strategic direction and supports the Board's MFT Clinical Strategy.
- To have overall responsibility for Capital planning, proposing changes to working practices or procedures for own work area as well as developing policies that will impact beyond their own work area.
- Working with Clinical Teams and the Board to establish a Capital Programme that is prioritised to meet the needs of the organisation. This will require working to develop short/medium/long term capital plans that deliver high level board objectives linked to the future availability of capital resources and service needs.
- Ensuring that there are robust business case controls and scrutiny processes in place in line with best practice and Scottish Government Capital Investment requirements (SGCI). This will include the establishment and communication of any policies and guidance covering these requirements.
- Providing advice and recommendations on all capital developments and the necessary approval of any capital resources.
- Ensuring that there are effective monitoring and reporting processes for any capital spend. This will require close liaison with departmental colleagues to take any timely and effective action needed to ensure that there is an effective use of the allocated capital resources within the capital programme.
- Providing advice on all financial and managerial issues affecting the delivery of the capital programme and other capital developments.
- Responsible for the Capital Projects HUB and Project Management Team, including leading projects and programmes of work as required.

Main Tasks, Duties and Responsibilities

b) Financial Management

- Responsible for the Property and Capital Planning budget and annual savings targets which must be managed within the available resources. Demonstrate through performance measurement, best value and best practice from a qualitative and service delivery perspective including statutory, regulatory and fiscal compliance.
- To establish, in conjunction with the Director and senior E&F colleagues and finance and capital planning a model of governance for financial management and project and programme management
- To lead work with the senior management team to identify areas where services can be improved/rationalised and savings made

c) Compliance with Policies/Procedures and Legislation

- To lead the development and implementation of robust standards and policies to ensure consistent working practice throughout the Department
- Work with operational management to develop practical workable governance structures
- To ensure compliance with national and statutory legislation and local policies in terms of Health and Safety for staff and others.
- To ensure strict compliance with Board's Standing Financial Instructions and appropriate Procurement Legislation in terms of Capital Projects.

d) Leadership and Technical Expertise

- Provision of leadership, technical expertise, planning, motivation, delegation and communication of a professional approach to the achievement of key results by proactive benchmarking, market appraisal and strategic performance.

e) Strategy and Planning

- Work with Director in the development of strategic infrastructure and capital plans. This will require specialist knowledge and experience across all areas.
- Identify problems and pressures within the overall Capital Infrastructure planning and Property Structures and work with senior management team to devise solutions
- To identify and lead on areas of change management. This involves highly complex analysis of current staffing models and approaches, use of external services, contracts, expenditure resulting in clear and concise option appraisals
- The post holder is required to provide advice and support to other senior managers in developing strategic plans and business cases
- Work with the director and other members of the Estates and Facilities Management Team to develop plans that support the corporate and national priorities
- Prepare documents for the Director to communicate Capital Infrastructure, Property strategy and policy to a wider community
- To develop and maintain a rolling capital plan for Estates in line with NHS GGC and national planning and approval processes annually.

Main Tasks, Duties and Responsibilities contd./

f) People and Resource Management

- Manage Direct Line Reports and Line Manage a range of services/departments across Capital Infrastructure Planning and Property Directorate
- Responsible for the efficient and effective recruitment and development of NHSGGC staff and resources, ensuring clear roles and responsibilities are in place to provide best value for money by compliance with Standing Financial Instructions, statutory and professional Standards, SEHD Guidance, Service Level Targets and implementation of NHSGG&C Human Resources policies which promote good employment practice and staff relations.
- Identify problems and pressures within the overall Structure and work with senior management team to devise solutions, principally improving the overall efficiency of our workforce.
- To maintain and develop specialist skills and expertise in the area of responsibility for the benefit of the organisation; to encourage and support staff to develop their individual skills and to reach their full potential; to agree annual objectives and personal development plans with all direct reports
- Develop the culture across the Estates and Property Workforce, with the aim of creating a flexible workforce, with a broad skill set which is easily transferrable.
- Ensure robust HR Policies and Procedures are implemented and maintained to ensure the effective fair and consistent management of staff within this area.

g) Audit/Research

- Lead and Coordinate Audit processes and be the primary link to internal and external audit for Capital and Infrastructure Planning and Property
- Work with Local managers to ensure that actions from all audits are identified, addressed through improvement plans and ultimately implemented to keep the service complaint and secure
- Undertake research to do analysis and value for money of service (comparing internal and external delivery costs)

h) Project/Programmes of Work

- To lead major projects when required – these can be large local or major national programmes of work. This can involve communications to a wide range of organisations, clinical and technical committees, managers, central Legal Office and staff groups around the country. Formulate, agree and manage programme/project team budgets. Holds and controls budgets for programmes of work.
- Undertake programmes of work or reviews (national/local) as required
- Stand in for Director on national committees and studies as required.
- Lead on behalf of Director to report and review Key Performance Indicator reporting

Equipment and Machinery

The post holder will be expected to use and be familiar with key strategic and statutory guidance which is relevant to the post. This would include material on procurement, building regulations, planning and Health and Safety such as:

- The Public Contracts (Scotland) Regulations 2006

Equipment and Machinery

- Statutory Building Regulations
- Local Council Planning Approval Procedures and Historic Scotland (Listed Buildings) Requirements
- Health and Safety Policies and Procedures/Construction (Design & Management) Regulations – Risk Assessment Systems
- Scottish Capital Investment Meeting (SCIM)

The post holder will be expected to use standard office and bespoke software, NHS specific systems and a Geographic Information System. This will include adherence to corporate governance requirements, incl. adherence to the Data Protection Act and the Freedom of Information Act in relation to the records and information held.

- Provision and maintenance of a private car to be available (and insured) for NHS business use unless a crown car is provided
- Telephone system/Voicemail
- Personal computer/laptop
- Mobile telephone / blackberry
- Printers (black/white; colour)
- Photocopier
- Facsimile
- Scanner
- Digital Projector
- Laminator
- Guillotine
- Binding machine
- General office equipment

Systems

- Regular requirement to use estates and capital projects information systems to create reports. Examples include:
- CEDAR: Signatory for committing board expenditure, Raise orders as necessitated to meet the needs of the service, all in compliance with Standing Financial Instructions
- PECOS: Purchasing officer authorised to raise buying orders and receipt upon completion of works, receipt of goods
- eESS: electronic Employee Self Service (eESS) - completion and authorisation of SSTS time sheets
- Computer Aided Facilities Management system (Cafm) – FMFirst: Schedule PPM, manage defect works & interface with FMT for management of control of infection within the built environment.
- Building Management System (BMS): Complex software based tool for managing, controlling, monitor and reporting on building service/engineering plant status and condition.
- CAD\Manual records System: Document management system for Managing, drafting and viewing:
 - Building plans

Systems

- Service schematics
- Manufactures Operation & Maintenance Manuals
- Records
- Regular use of Building Management Systems across estates and capital planning
- Microsoft Office Packages: Word; Excel; Access; PowerPoint; Project; Publisher
- Electronic data storage in Microsoft Word; Excel; Access; PowerPoint and Project, and maintenance and retrieval of same.
- E-mail; internet and intranet.
- Appropriate standard documentation for invitations to tender for professional services, construction works etc
- Lateral filing system, and maintenance of.

Decisions and Judgements

The post holder is required to exercise a high level of autonomy acting on behalf of the Director of Estates and Facilities and other senior colleagues in the Estates and Facilities SMT. Regular meetings on policy, strategy, and financial management will take place with the Director and the senior Management Team.

The post holder is a member of the SMT reporting directly to Director

The post holder can also be required to run national programmes of work reporting to national programme boards.

The post holder has responsibility for staff in short life working groups and teams put together to tackle particular pieces strategy, policy, change management and project/programme work.

For programmes of work the post holder forms longer term governance structures and teams including programme boards and project teams (these can be local or national).

Communications and Relationships

Internal:

- Executive Directors
- Non-Executives
- Heads of Service
- Specialty Directors and Directorate General Managers
- Clinicians at all levels and in all Healthcare professions
- Trade Union Colleagues
- Service users
- Colleagues in Clinical Governance, Finance, HR, Planning and Communications
- Internal and External Auditors

External:

- Colleagues in Estates from other boards, Social Work, Education in Local Authority
- Partner Organisations

Communications and Relationships

- Senior Managers/eHealth leads in SGHD, NSS, ISD and in other Health Boards
- Other public sector agencies/suppliers
- Management consultants and agencies set out above.

To lead on communications with staff side representatives around Capital and Infrastructure Planning and Property business reorganisation and restructure.

The post holder is required to communicate complex and sensitive issues across the structure at all levels of the organisation. Many of the communications may be of a contentious nature and require careful communication and facilitation. It requires communications with external organisations including Local Authority partners, Scottish Government and NSS, Auditors and third party contractors.

The post holder is required to sit on national review groups and prepare reports that are published/used across Scotland

Physical, Mental, Emotional and Environmental Demands of the Job

Physical Effort

The physical skills that are needed include sitting and standing for long periods of time, walking, advanced keyboard skills - manipulating complex data at speed, e.g. project plans, spreadsheets, reports - and driving skills. Driving may, sometimes, be over long distances and times.

Mental Effort

The post requires extended periods of intense concentration, creating and checking technical guidance, policy and safety information, complex dataset and data analysis with frequent interruptions.

To maintain intense concentration to be able to deliver a wide range of data where accuracy and attention to detail are paramount. The consequences of mistakes in this can involve danger to health including life, or financial consequences extending to millions of pounds.

Responding to complaints in respect of services and/or staff. Dealing with competing demands whilst faced with constant interruptions.

A high level of concentration is required during meetings especially those which the post holder is chairing.

Emotional Effort

Emotional challenges of the post include extensive negotiation and influencing of others.

Co-ordinating and maximising a wide range of strategic issues. Dealing with high level line management issues, including complex organisational change.

Regularly dealing with staff performance and disciplinary issues.

Physical, Mental, Emotional and Environmental Demands of the Job contd./

Managing stressful situations when dealing with difficult colleagues or members of staff when in conflict or various project performance issues.

Negotiation with contractors over disagreements of work completed.

Most Challenging/Difficult parts of the Job

Working with a wide range of senior management across NHS GGC and national organisations to lead, coordinate and integrate processes and policy, integrating them all into a homogeneous, single approach to Capital and Infrastructure Strategy Planning and Property operating within strong governance arrangements.

Bringing together the wide range of financial and local working practice into a homogenous approach. Undertaking overall resource management to support the large number of operational services and capital projects running across NHS GGC.

To execute major programmes of work when required and balancing and prioritising this work with other duties.

Develop and implement processes and policies that meet the growing demands and expectations from our clinical users, Scottish Government and local expectations.

Physical and mental effort of dealing with a wide range of activities together with major programmes of work make this a very demanding and active role involving a lot of travel working between multiple sites and the need to deal with large numbers of issues simultaneously while on the move.

The post holder is required to investigate and analyse highly complex problems requiring urgent resolution.

When organisational change processes are taking place the post holder is required to deal with staff problems and emotional impact that occur through these processes

When leading major programmes of work there is a requirement to deal with complex contractual negotiations, preparation of major contracts working with the Central Legal Office, NSS procurement and suppliers and interpreting complex documentation requiring quick decisions to make to keep projects on time.

KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

- Educated to degree level in relevant subject area
- The Post holder requires to be a Chartered professional in an Engineering or Construction related discipline
- Must have an accredited Bachelor's degree at honours level plus either
- An appropriate Masters' Degree or further learning to masters level or an accredited M.Eng degree

KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB contd./

- Seasoned Estates/Property/Facilities professional with significant operational experience and experience (with evidence of success) of managing teams with mixed skills and/or significant relevant management training.
- Extensive knowledge of the modern NHS and the role and application of Estates and Facilities across these services.
- Broad knowledge of Estates and Property industries and strong technical experience in all areas of Estates.
- Managerial competencies including excellent team-working and communication skills, written as well as verbal, leadership and organisational skills, commercial awareness, customer focus, diagnostic analytical and planning skills; ability to present to and engage a high level managerial or clinical audience.
- Significant experience of working strategically and corporately at or close to board director level; demonstrable ability to consider the wider health agenda and support strategic and operational change; familiar with policy review, service development and presenting at Board level
- Significant project management experience, Financial/Budget Management and People and Resource Management
- The post holder must have advanced keyboard skills and proficient in a wide range of applications including word processing, spreadsheets, graphics packages, presentation applications and project management applications.

PERSON SPECIFICATION



ASSISTANT DIRECTOR (INFRASTRUCTURE, PLANNING AND DELIVERY)

| Qualifications/Professional Membership | |
|---|--|
| Essential: | <ul style="list-style-type: none">• Must have an accredited degree at masters level within a relevant area• Evidence of CPD |
| Desirable: | <ul style="list-style-type: none">• Professional Registration with an appropriate body |

| Experience | |
|-------------------|--|
| Essential | <ul style="list-style-type: none">• Significant Senior Experience in Capital Planning and delivery within large scale complex environments, preferably healthcare. |
| Desirable | <ul style="list-style-type: none">• Can demonstrate a record of achievement at a Senior Management level and ability to meet strategic organisational objectives.• Experienced line manager with strong leadership skills who can demonstrate achievements in motivating and developing their teams, creating and maintaining a culture of high performance and operating to best in class standards through effective people management. |

| Personal Features/Qualities | |
|------------------------------------|--|
| Essential | <ul style="list-style-type: none">• The post holder must be able to demonstrate strong numerical, verbal reasoning and analytical skills.• The post holder must have experience of initiating and leading change management.• The post holder must have proven negotiating skills in dealing with matters of complex and sensitive nature.• The post holder must demonstrate evidence of experience of leading and managing at a senior level of a significant number of staff. |

NHS GREATER GLASGOW AND CLYDE SUMMARY OF CORE LEADERSHIP COMPETENCIES



| CORE COMPETENCY | EXAMPLE PERFORMANCE CRITERIA/RELATED BEHAVIOURS |
|--|--|
| <p>1. Strategic Focus</p> <p>Identifying long-term goals and championing their implementation.</p> <p>Those effective in this competency generate creative and strategic solutions that can be successfully implemented. Think in innovative ways and support similar thinking in others. They challenge and push the organisation to constantly improve and grow.</p> | <ol style="list-style-type: none"> 1. Understands how their role contributes to achieving the organisations vision 2. Establishes longer term plans and is clear on how these will be delivered 3. Has a strong understanding of how the external environment and key national and local initiatives impact the service 4. Aligns resources, processes and systems to deliver strategic problems |
| <p>2. Collaborative/Partnership Approach</p> <p>Effective working and collaborating with others towards a common purpose or goal.</p> <p>People who are competent at working in collaboration and partnership build and maintain co-operative work relationships with others. They complete their own tasks for group projects in a timely and responsible manner and directly contribute to reaching the group goal.</p> | <ol style="list-style-type: none"> 1. Actively promotes collaboration and teamwork as a key success factor for NHSGGC 2. Cultivates an active cross directorate/sector or agency network of relationships 3. Understands current power and political relationships in NHSGGC and partner agencies 4. Takes a systematic approach to the development and maintenance of effective partnership processes and working 5. Has a sound understanding of how multi-agency decision making takes place |

| CORE COMPETENCY | EXAMPLE PERFORMANCE CRITERIA/RELATED BEHAVIOURS |
|--|---|
| <p>3. Achieving results and making decisions</p> <p>Challenging, pushing the organisation and themselves to excel and achieve and make good decisions in a timely and confident manner.</p> <p>People who exhibit a drive for results make decisions in a timely manner and create or help establish objectives and contribute to their success. They assume personal responsibility for the success of the organisation and persist, even when faced with obstacles, to achieve results. After they have considered alternatives and possible consequences, they can decide upon a course of action and assume responsibility for their decisions.</p> | <ol style="list-style-type: none"> 1. Key accountabilities and decisions are accepted and acted upon 2. Sets and pursues appropriate goals for self and service to deliver excellence in patient care 3. Makes decisions needed to achieve effective financial, clinical and employee results 4. Ensures compliance with statutory or policy obligations 5. Establishes effective performance management and reporting processes |
| <p>4. Influencing and Persuading</p> <p>Convincing others to adopt a course of action</p> <p>People who display this competency influence others using appropriate interpersonal skills without being excessively aggressive or pushy. They understand their audience and modify their method of persuasion accordingly. They are confident and do not give up easily</p> | <ol style="list-style-type: none"> 1. Has the courage or strength of purpose needed to convince others of ideas, points of view or desired outcomes 2. Establishes information necessary to effectively persuade and influence others 3. Concedes on less important issues in order to maximise their influence on important issues 4. Is clear on focus of influence with key decision makers or stakeholders |

| CORE COMPETENCY | EXAMPLE PERFORMANCE CRITERIA/RELATED BEHAVIOURS |
|---|--|
| <p>5. Managing Change</p> <p>Taking action to support and implement change and improvement initiatives effectively.</p> <p>People who display this competency actively lead change and improvement efforts through their words as well as their actions. They build the support of those affected by the change initiative and take personal responsibility to ensure that changes are successfully implemented.</p> | <ol style="list-style-type: none"> 1. Readily adapts and adjusts to new or changing circumstances and ways of working 2. Anticipates the need for change 3. Actively promotes change initiatives in their group or in the organisation as a whole 4. Assumes personal responsibility to see that necessary changes are adopted and effectively implemented |
| <p>6. In-depth Problem Solving and Analysis</p> <p>Solving difficult problems through careful and systematic evaluation of information, possible alternatives and consequences.</p> <p>People who are competent at in-depth problem solving and analysis are capable of generating good solutions to difficult problems. They consider many sources of information, systematically process and evaluate the information against possible courses of action and carefully deliberate before a final decision is made.</p> | <ol style="list-style-type: none"> 1. Evaluates information and possible courses of action objectively 2. Consults with stakeholders and decision makers as needed 3. Applies appropriate level of analysis to identify key issues and reflect their complexity or importance 4. Assesses and quantifies risks and opportunities (level and likelihood) 5. Applies creativity to identify alternative solutions to complex or wicked issues |

| CORE COMPETENCY | EXAMPLE PERFORMANCE CRITERIA/RELATED BEHAVIOURS |
|--|---|
| <p>7. Quality Improvement</p> <p>Seeking opportunities to improve current processes, systems and methods to promote reliability, quality and efficiency of output.</p> <p>People who display this competency are dedicated to the improvement of current work processes. They apply discipline and a detail orientation to their own work activities and constantly look for ways to help improve the quality, efficiency or effectiveness of specific and general work processes. They encourage others to apply similar discipline to achieve continuous improvement.</p> | <ol style="list-style-type: none"> 1. Seeks opportunities to improve current work processes, methods and systems 2. Develops others to understand and apply the discipline of continuous improvement 3. Is personally committed to improving the overall quality, efficiency and effectiveness of their own work and service area 4. Ensures all improvements are aligned to improved patient experience |
| <p>8. Managing Self, Others and Resources</p> <p>Developing, directing and leading others to accomplish organisational goals and objectives.</p> <p>People who display this competency effectively manage and direct the activities of others. They work through other people to accomplish objectives, and they encourage performance through motivation and feedback. They hold people accountable. They provide honest feedback and guidance in a supportive manner and assist others in meeting individual goals and challenges. In all, they are positive, objective and fair.</p> | <ol style="list-style-type: none"> 1. Sets clear objectives for self and service 2. Proactively and effectively challenges under performance 3. Values and manages all aspects of diversity and treats other with respect 4. Engages staff in understanding all decisions affecting them 5. Acts as an exemplar inspiring others to perform, develop and grow 6. Exemplifies the values and behaviours of Facing the Future Together particularly when under pressure |

| CORE COMPETENCY | EXAMPLE PERFORMANCE CRITERIA/RELATED BEHAVIOURS |
|---|---|
| <p>9. Leadership Insight and Impact</p> <p>The ability to acknowledge and understand feelings in ourselves and others to discriminate among them to guide ones thinking and actions.</p> <p>People who display this competency effectively understand others; their concerns, feelings, strengths and weaknesses. They consider this to lead and influence and use it to create a sense of inclusiveness required in a diverse workplace. Through understanding they discover what others need and work with them for the success of the business.</p> | <ol style="list-style-type: none"> 1. Works to understand intent, concerns and feelings of others, even when not clearly expressed 2. Understands the impact of their own behaviour on others 3. Capitalise on the values, skills and knowledge of others 4. Demonstrates and encourages resilience |
| <p>10. Relationship Management</p> <p>Developing and maintaining positive relationships with individuals both inside and outside their work group.</p> <p>People who are competent at relationship management actively seek opportunities to build relations important to their service. They are in regular contact with internal or external colleagues, they consider how their actions or decisions may impact on other groups and their objectives.</p> | <ol style="list-style-type: none"> 1. Values relationships within, across and outside the organisation 2. Actively builds and maintains networks and relationships that support service objectives 3. Develops work relationships to facilitate smooth operations 4. Allocates time and effort to understanding and meeting the needs of the internal or external clients 5. Displays good social skills |

Summary of Terms and Conditions



The terms and conditions of service are those approved and amended from time to time by the National Agenda for Change Terms and Conditions Agreement

| | |
|-----------------------------------|--|
| Job title | Assistant Director (Infrastructure, Planning and Delivery) |
| Job reference number | 81786 |
| Closing date | Wednesday, 5th January 2022 |
| Vacancy enquiries to | If you would like to find out more about this role before applying, please contact: Tom Steele, Director (Estates & Facilities) please email Tom.Steele@ggc.scot.nhs.uk or phone 0141 211 0270 for a confidential discussion |
| Agenda for Change band: | Band 8D |
| Salary | £88,385 - £92,242 per annum (pro rata) |
| Hours | 37.5 hours per week |
| Base | Gartnavel Royal Hospital, Glasgow |
| Contract type | Permanent |
| Annual leave | The basic annual leave entitlement in a full year commencing 1st April to 31st March is 27 Days on appointment, rising to 29 days after five years and 33 days after 10 years. Leave entitlement is pro rata where applicable. |
| Superannuation | All employees are automatically enrolled in the Scottish Public Pensions Agency . |
| Healthcare Support Workers | All NHS Scotland postholders that are not governed by a regulatory or professional body are considered to be healthcare support workers. On appointment, you will be expected to comply with the NHS Scotland Mandatory Induction Standards and Code of Conduct for Healthcare Support Workers . |

| | |
|----------------------------|---|
| | <p>Healthcare Support Workers are expected at all times to practice competencies that demonstrate insight, understanding and mutual respect of patients, their families, carers and work colleagues.</p> <p>Whether in a clinical or non-clinical role the post holder is expected at all times to be an exemplar of person centred care, embracing their Code of Conduct to a high standard as part of an integrated health professional team.</p> |
| Smokefree policy | <p>NHS Greater Glasgow and Clyde operates a smokefree policy on all premises and grounds.</p> |
| Equal Opportunities | <p>NHS Greater Glasgow and Clyde is as an equal opportunities employer.</p> |

RECRUITMENT PROCESS AND TIMETABLE



The closing date for applications for these posts is Wednesday, 5th January 2022

The scheduling of each stage of the recruitment and selection activity. Outlined below are key note timescales within this recruitment campaign. All candidate applications will be acknowledged and treated in the strictest of confidence.

Candidates should note that the recruitment process will include for shortlisted candidates a pre-interview assessment stage prior to formal interview. The results of this stage and subsequent stages of the recruitment process will be kept confidential and restricted to only those who have direct responsibility for the decision making in the recruitment to this post.

| Recruitment Stage | Planned Date |
|--|--|
| Recruitment Advertising Campaign opens | Friday, 17 th December 2021 |
| Closing date for return of applications | Wednesday, 5 th January 2022 |
| Shortlisted candidates advised of outcome of application | Early January 2022 |
| Preliminary Assessment Stage: Shortlisted applicants will be invited to participate in a preliminary assessment stage. The arrangements will be discussed with candidates selected for shortlist. | Details will be confirmed with shortlisted candidates. |
| Final Panel interview | End January 2022 |

Special Requirements for Selection Events

Where appropriate we are fully supportive in discussing making any reasonable adjustments to the recruitment process to ensure no candidate is disadvantaged as a result of a disability or any other health condition.

If you require any special arrangements to be made in regards your participation in selection event, please indicate this by contacting separately **Susan Chisholm, Recruitment Lead, Recruitment Services, NHS Greater Glasgow and Clyde on 07866 795409** or email: susan.chisholm@ggc.scot.nhs.uk

If you have a disability or long-term health problem, the Board is committed to offering reasonable adjustments throughout the recruitment process and employment.

If you require further information on any stage of the recruitment process the please contact Susan Chisholm as detailed above.

Data Protection legislation

The information supplied by your application will only be processed by authorised NHS Greater Glasgow and Clyde personnel involved in relevant stages of the recruitment process.

Applications submitted via the NHS Scotland Recruitment system Job Train will be retained by NHS Greater Glasgow and Clyde and will be used for the purpose of processing your application and for statistical and audit purposes. NHS Greater Glasgow and Clyde will process the information for the stated purposes in regards your application for employment. If your application is unsuccessful your information will be retained securely for 12 months from the completion of the recruitment process and then confidentially destroyed.

HOW TO APPLY

NHS Greater Glasgow and Clyde's Recruitment team will coordinate candidate communications including application confirmation and the scheduling of each stage of the recruitment and selection activity.

Please note the Closing Date for returning applications: **Wednesday, 5th January 2022**

Candidates will be unable to submit applications after the closing date

Should you require an informal discussion about this post, please contact:

Tom Steele, Director (Estates & Facilities) please email
Tom.Steele@ggc.scot.nhs.uk or phone 0141 211 0270

Please refer to Job Description and Person Specification for details of the role.

To apply for the post of **Assistant Director (Facilities and Production)** please complete the following:-

- All applications are invited via the NHSScotland Recruitment system – Jobtrain and therefore will need to be completed and submitted online via Jobtrain. You will be able to access the Jobtrain system, and complete your application, via devices with an internet connection. The application will include a supporting statement describing how your skills, knowledge and experience meet the Person Specification.
- You can use the following link that will take you to the Recruitment advert on JobTrain: www.apply.jobs.scot.nhs.uk look under Region > Greater Glasgow and Clyde then Job Type > Senior Manager Level and then in Keyword section insert > job reference **81786** to access and complete the online application form.
- On clicking “Apply for Job” button you will be prompted to register for a new Jobtrain user account if you haven't already done so before, and you just need to then follow the instructions.
- Your application is the key document that will determine whether you will be shortlisted. You must, therefore, be able to demonstrate within your application how you meet the essential requirements being tested at this stage. You should provide clear and succinct information about yourself and how you meet the criteria that are being tested at this application stage.
- It is important you complete the online application form in full. This is to ensure the selection panel can easily find the information they require, and can review the responses from all candidates equally and transparently. For this reason, applications from candidates who have not completed the online application form and provided a CV will not be considered, unless there are reasonable adjustments required. Linking to websites for information (such as LinkedIn) is not acceptable.

- Please note you will be asked to complete a Supporting Statement which is in the form of 3 Assessment Questions.
- The interview panel will not make assumptions about your evidence so it is important that you take the time to ensure that you are comfortable with the information you are providing in your application.
- Be clear and succinct in your answers as there are word limits for each section, The Personal Information and Equalities Monitoring Information sections of the application form are never seen by the interview panel and are not used to assess your suitability for appointment.
- Please include details of 2 Referees, one of which must be your current or most recent employer. Referees will not be approached without obtaining your prior consent.
- All offers of employment will be subject to completion of pre-employment compliance checks.
- If you have any questions or require any support regarding the application process, details of any unavailability over January 2022 or any other information in support of your application, please do not hesitate to contact **Susan Chisholm, Recruitment Lead – Recruitment Services, NHS Greater Glasgow and Clyde on 07866 795409 or email: susan.chisholm@ggc.scot.nhs.uk**
- Candidates are also requested to complete the Equal Opportunities Monitoring Section of the Application Form. This section of your application will not be made available to anyone responsible for shortlisting and interviewing for the post.

All applications will be acknowledged and treated in the strictest of confidence.

Further Information

If you have any further queries regarding the recruitment and selection process, please do not hesitate to contact **Susan Chisholm, Recruitment Lead – Recruitment Services, NHS Greater Glasgow and Clyde on 07866 795409 or email: susan.chisholm@ggc.scot.nhs.uk**

All applications will be acknowledged and treated in the strictest of confidence.