



## JOB SUMMARY – HEAD OF PROGRAMME – EDUCATION & MANAGEMENT DEVELOPMENT

### 1. Workforce Directorate

NHS Education for Scotland (NES) is a National Health Board whose mission is to contribute to the highest quality of healthcare throughout NHS Scotland by promoting best practice in the education and life-long learning of all staff.

The remit of the Workforce Directorate is to support the people infrastructure of NES and align to the Scottish Government's workforce policy.

Educational solutions in support of the workforce policy are delivered in collaboration with health boards, and in partnership with other colleagues across health and social care, Scottish Government Health & Social Care Directorates, Scotland's Colleges, Skills Development Scotland and other public sector agencies as appropriate to ensure that the education and training is informed by robust evidence.

The Workforce Directorate works at national level and is key to the delivery of national priorities and the NES Strategic Framework. It has responsibility for: -

- strategies and services to support NHS Scotland (NHSS) and the wider health and care sector achieve a sustainable, engaged, capable and adaptive workforce;
- a comprehensive People and Organisational Development strategy and well-executed plans enabling the delivery of NES's vision and strategic objectives through its workforce;
- supporting development of education and development policy and resources for NHS Scotland Healthcare Support Workers (Estates & Facilities and Business & Administration staff) and supporting Scottish Government and NHS Scotland Boards on the implementation of Scottish Government's Youth Employment Strategy;
- being a key partner for Scottish Government in the delivery of its Talent Management, Leadership, Management Development, and broader learning & development ambitions within the health and care sector;
- playing a leading role in the provision of education and training to improve, spread and sustain digital workforce capability across NHS Scotland and the wider sector;
- playing a key role in the development of workforce planning skills;
- being a source of information, advice, educational solutions, and support to NHS Scotland through links with Territorial Boards and the Scottish Government;
- playing a key role in facilitating multiple networks across the service that enable advancement of education strategy, policy, tools and resources;
- providing a comprehensive HR and learning & development service to support NES employees including Doctors in Training;

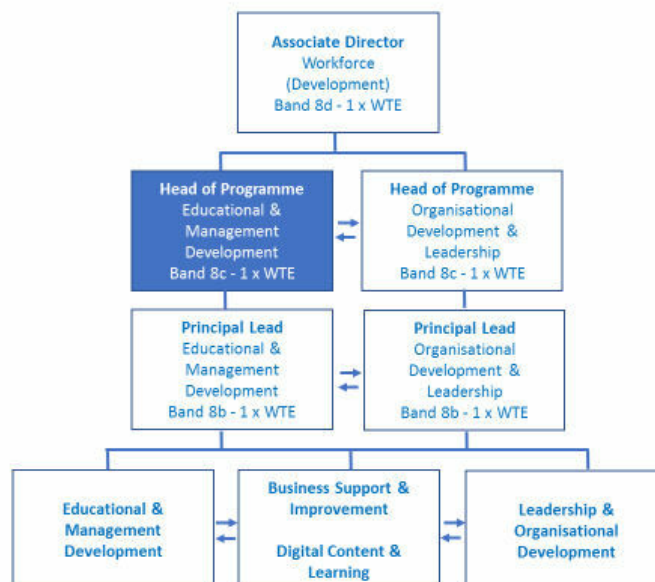
- recruiting medical, dental and other vocational trainee groups and acting as Lead Employer for doctors in training;
- providing high quality workforce analytics and information which enable new insights and effective decision-making;
- providing a range of organisational consultancy and training services enabling the organisation to lead itself effectively through significant organisational change, supporting the development of NES as a learning organisation, contributing towards its continuous improvement and development;
- providing strategic advice and guidance to multiple stake-holders in the health and care sector on education, careers and apprenticeships, workforce planning, workforce performance analytics, trainee recruitment and management, equality and diversity, appraisal and performance development, organisation change and development, leadership and management development, talent management, learning and development including digital and workforce planning skills.
- supporting NES in all aspects of its Equality and Diversity responsibilities and ambitions as an inclusive employer
- supporting the health and wellbeing of all NES employees.

The Directorate aims to support NES with an outstanding level of service that embraces partnership working and supports the health and wellbeing of its employees.

Total Directorate staff (headcount circa 87)

Total Directorate budget – circa £5.3 million

## 2. Organisation Chart



### **3. Job Role**

This is an exciting opportunity to lead the development of an innovative and collaborative team playing a critical role in the development of a sustainable, engaged, and adaptive workforce across Scotland's health and care system at a time of significant change. As part of the senior management team, the Head of Programme will provide leadership for the NES agenda relating to education, management development and workforce digital capability to help shape and support the Scottish Government's policy direction and implementation plans, including the Health and Social Care Delivery Plan, Digital Health & Care Strategy and the emerging Future Vision for Health and Care in Scotland.

You will provide a high quality, proactive and professional service, applying a highly specialised knowledge, thought leadership and research and advanced leadership behaviours to a portfolio of responsibilities to support multi-professional work-streams and contribute to the formulation and delivery of the Scottish Government Health Directorates (SGHD) policy and NES corporate objectives. Co-ordinating and connecting a range of activities across the interface between NES and services within health and social care organisations in Scotland, you will be responsible for workstreams that will support the key strategic themes of developing educational infrastructure and building workforce capacity and capability for service improvement.

You will act as a corporate leader in NES, supporting its on-going growth and development as an organisation that adds value not only through the provision of excellent education and training services, but also through leading edge approaches to infrastructure and support, including digital leadership.

#### **Key Tasks**

As part of the senior Workforce management team, the Head of Programme will provide leadership for the NES agenda relating to education and management development to help shape and support the Scottish Government's policy direction and implementation plans, including the Health and Social Care Delivery Plan, the Digital Health and Care Strategy, Youth Employment Strategy and the emerging Future Vision for Health and Care in Scotland.

These will include but will not be limited to:

- playing a leading role in ongoing development of Organisational, Leadership and Education Development, ensuring the effective planning and delivery of NES' strategic outcomes relating to a sustainable, diverse, and digitally enabled workforce;
- working closely with strategic partners, including senior Scottish Government officials, to secure sustainable resourcing for current and new initiatives, establishing new partnerships and ensuring they enable NES to deliver excellent education and development services and solutions;
- establishing collaborative educational infrastructures and networks involving cross sector partners, enabling the development of educational and learning resources to support

improvement, spread and sustainment of innovation in digital transformation across a range of sectors;

- contributing to and influencing development of education policy and resources for NHSScotland Healthcare Support Workers enabling clear education and career pathways and supporting Scottish Government and NHS Scotland Boards on the implementation of Scottish Government's Youth Employment Strategy;
- representing NES in fora relevant to education and management development provision, acting as a thought leader and making a highly collaborative contribution, whilst also ensuring that the organisation's influence is brought to bear, and strategic interests are upheld;
- acting as a senior corporate leader in NES, working collaboratively with other senior managers and executive level colleagues to ensure the ongoing organisational effectiveness of NES and the delivery of strategic outcomes relating to workforce high performance, engagement, inclusion, training and development, and health and wellbeing.

Specific knowledge, skills and experience will include but are not restricted to;

- advanced understanding and experience of specialist education and management development approaches relating to national priority areas for health and care;
- Qualified to SCQF level 11 in relevant discipline and Chartered Member of CIPD, or equivalent experience;
- a good understanding of public sector, education and professional structures and processes is essential along with a sound grasp of the Scottish Policy context;
- demonstrable interest in growing workforce digital capability with the drive and skills to effect system-wide change within the health and care sector;
- capability to collaborate and influence at all levels within a complex system of stakeholders e.g. education, NHS Scotland, the care sector, Scottish Government etc. enabling innovation and the delivery of products and services aligned to strategic objectives;
- the ability to develop, monitor, deliver and report on strategic and operational plans in a way that gains the confidence of stakeholders;
- proven ability to function, lead and support others within the context of a rapidly changing environment.

## Band 8c Head of Service *or* Programme

### 1. JOB IDENTIFICATION

Job Title: **Head of Programme – Education & Management Development**

Department(s): Organisational, Leadership & Education Development

Directorate: Workforce

Job Reference: JD04/H

Responsible to: Associate Director – Workforce (Development)

### 2. JOB PURPOSE

The purpose of this role is to provide a high quality, proactive and professional service, undertaking a portfolio of responsibilities within the Directorate, supporting multi-professional work-streams and contributing to the formulation and delivery of the Scottish Government Health Directorates (SGHD) policy and NES corporate objectives.

The postholder will co-ordinate and connect a range of activities across the interface between NES and services within NHS Scotland. They will be responsible for workstreams that will support the key strategic themes of developing educational infrastructure and building workforce capacity and capability for service improvement across NHS Scotland, requiring the postholder to effectively manage change in order to deliver successful outcomes.

The postholder will require a highly specialised knowledge, some of which is at the forefront of knowledge in a field of work, which they use as the basis for original thinking and/or research.

### 3. DIMENSIONS

The postholder will provide strategic leadership in relation to their field of expertise.

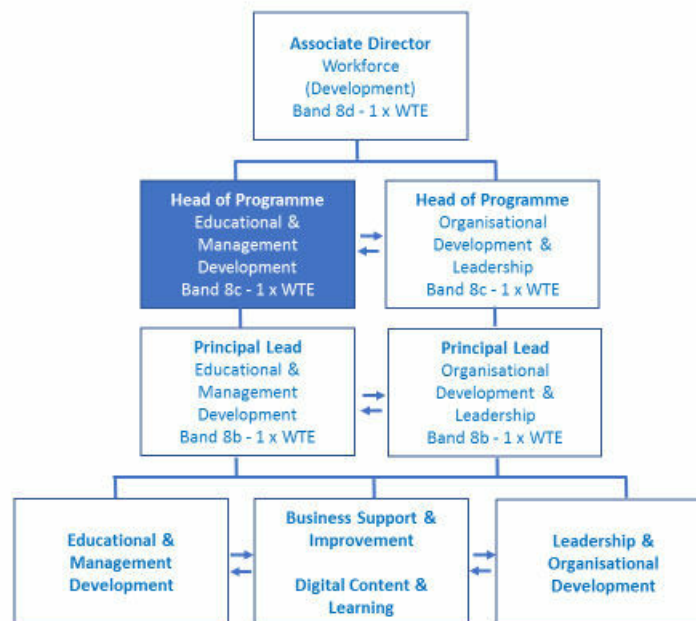
The post carries a research and development remit, and the holder will be required to provide specialist advice at local, regional and national levels.

The postholder will manage and develop staff as well as having line management responsibilities.

The postholder will be required to assist in any other duties which are deemed reasonable to their role and band.

#### 4. ORGANISATIONAL POSITION

Immediate reporting and key working relationships for this post are:



#### 5. ROLE OF DEPARTMENT

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- playing a key role in the development of workforce planning skills;
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**6. KEY RESULT AREAS** (Key Result Areas convey **all potential** aspects of a job role. Key result areas will be further developed within the KSF outline with some being more relevant than others dependent on the current requirements for your role.)

- Provide comprehensive specialist input into the overall Directorate strategy, developing the annual directorate plan in conjunction with Senior Managers.
- Formulate and develop long-term strategic and operational plans to promote and develop appropriate agenda within NES, but which may impact across the NHS in Scotland.
- Interpret national and professional health service policies, in order to develop a long-term strategy and lead on policies for specific projects with set standards and targets in relation to education, training and the workforce.
- Translate strategy into policy and action plans which will have impact throughout the field of expertise. Manage implementation of national policy and development plans.
- Initiate, create and lead workstreams across a wide range of disciplines at national and regional levels for priority areas relevant to the field of expertise.
- Create innovative organisational, leadership and management development solutions to improve the effectiveness of individuals, teams, organisations, networks and systems.
- Responsible for the line management of colleagues within own department.
- As appropriate, lead the implementation of organisational, leadership and management development priorities at a national level through direct delivery, delivery through sponsorship of host NHS Boards and through commissioning external providers.
- Responsible for developing and implementing policies across a range of disciplines across NES, including ensuring policies and procedures to ensure that all developments supported by NES adhere to common standards of development.
- To lead the development of policy and strategy relevant to the field of expertise through research into leading edge theory, best practice and effective stakeholder consultation at a national level, to ensure an ongoing continuous improvement in leadership capacity and capability.
- Promote culture of change, creative and leading edge practice in organisational, leadership and management development as a means of encouraging the adoption of innovative approaches and the building of capacity and capability.
- To be in a position to provide specialist advice relevant to the role relating to current professional, scientific and practice developments.
- Analysis and interpretation of highly complex facts, together with a comparison of a range of options, evaluating new and innovative concepts, models, methods and practices for developments.
- To conduct regular evaluative reviews of programmes and contribute to the development of quality assurance and performance indicators relevant to the role in order that NES, as an educational provider, as well as other providers continue to deliver programmes of appropriate quality and content.
- Evaluate and reflect on quantitative and qualitative reviews of professional provision in order to advise and plan future developments in relation to the area of expertise.
- Lead the process of embedding quality improvement theory and practice within current and future NES programmes and developments.
- To be responsible for the coordination, monitoring and management of financial resources and other resources within the Department or Directorate.
- Monitors and reviews the overseeing financial position for the department to ensure accurate and regular monitoring and reporting on planned and actual spend against



the budget allocation.

- Provide supervision and guidance to others within the Department or Directorate. Required to monitor, supervise and manage staff employed on short-time contracts to meet project deadlines and other pieces of time-limited work.
- Initiate and develop research and development plans for specific initiatives, which may involve making bids and securing monies for projects within NES or on a national basis for the profession.
- To initiate, secure funding, prioritise and manage specific research projects and evaluate new and innovative concepts, models, methods and practices relevant to the role.
- Responsible for implementing governance arrangements to ensure that all business and educational systems are integrated.
- Develop effective relationships with key stakeholders to promote and ensure understanding of the NHS Scotland context and alignment of provision relevant to the role.
- As appropriate, be responsible for the commissioning, organising and managing the necessary professional prerequisites such as capability/competency frameworks and postgraduate education for healthcare professionals.
- Manage a portfolio of projects, both internally and externally funded.
- Manage the full range of operational functions relevant to the role.

#### **7a. EQUIPMENT AND MACHINERY**

- A range of office, audio-visual and IT equipment
- PC for design, development and maintenance of IT solutions.
- Multi-function devices : scanners, copiers, printers, fax
- Telephone
- VC facilities
- Portable equipment, including laptop etc

#### **7b. SYSTEMS**

- Utilisation of current data and information systems relevant to role currently in use throughout the NES organisation.
- Use of complete MS Office suite of programmes
- Use IT as directed, maintaining confidentiality.

### **8. ASSIGNMENT AND REVIEW OF WORK**

- The postholder works autonomously and the work will be largely self-directed in line with NES priorities. The majority of work is generated, organised and affected

by the postholder in relation to defined strategic and policy needs.

- This role will be developed with the postholder to inform, reflect and respond to the overall strategy of NHS Education for Scotland and with the freedom to act at the highest levels and within strategic and operational parameters on specific areas of discretion.
- The postholder will be expected to participate in performance development, part of which involves agreeing annual objectives and use of the appraisal and personal development planning process of the organisation.
- The postholder is responsible for identifying, assessing, planning and managing intense, varied, unpredictable and critical services across the whole of NES. There is significant freedom and therefore responsibility in assessing competing work demands and in prioritising projects and activities.
- A significant amount of work is reactive for which no planning is possible.

## **9. DECISIONS AND JUDGEMENTS**

- The postholder will be directly accountable to NES for the conduct and outcome of initiatives undertaken in the development of the role.
- The postholder is accorded a high level of autonomy for the areas within the dimensions identified. The postholder acts as a principal source of advice for NES and is accountable for achieving results within the frameworks set by NES.
- The postholder is the lead specialist and is required to set goals and standards for the Directorate and NES in specialist area of work.
- They will demonstrate innovation, advanced problem solving and mastery of methods and approaches in complex and specialised areas of work.

## **10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**

- The postholder is required to use vision, strategic management skills and an innovative, flexible approach to organising, commissioning, delivering and evaluating education on a national basis in line with NES policy and evidence based practice.
- Creating and coordinating the wide range of links across NHS Scotland, and with partner organisations, combined with the complexity and volume of these relationships.
- Leading on cross cutting workstreams and maintaining engagements from key stakeholders.
- Maintaining high levels of service whilst being pressured for change and innovation by both internal and external forces.
- Developing an integrated, focused cohesive strategy to help deliver the cultural and strategic change throughout the service.
- Prioritising amongst competing demands, determining priorities, designing effective solutions and delivering within resources.
- Providing effective delivery mechanisms at a national level.
- Interpretation, development and implementation of national policy with minimal guidelines in a fast-changing environment with a variety of service providers in health, social care and voluntary sector arenas.

## 11. COMMUNICATIONS AND RELATIONSHIPS

- Excellent communication, negotiation, organisational, management and leadership skills, in order to further develop NHS Education for Scotland as an integrated professional organisation.
- Ability to communicate on an individual basis, in small departments and with large groups across a broad spectrum of stakeholders throughout the NHS. Maintaining good relationships with key people at Director Level within NHS Boards and organisations including negotiating contracts, agreeing priorities for NHS Boards at a corporate level and appropriate use of NES funding. The post will manage a team delivering corporate strategic leadership and management projects across the organisation.
- Highly developed communication skills.
- Ability for dealing with highly sensitive, sometimes contentious information. This includes difficulties arising in the supervisory relationship as well as in other training relationships. The postholder is required to be a highly sensitive and skilled communicator in this respect.
- Excellent oral and written communication skills in order to address highly difficult and complex issues e.g. when leading and chairing events and meetings. This may involve persuasive, motivational, negotiating and training skills in order to provide, receive and present potentially complex, contentious issues.
- Planning and negotiating of training opportunities to enable the best possible learning environments to be utilised.
- Ability to operate at an expert level in both generic and specialist subjects and is required to be an excellent trainer, presenter and communicator.
- Required to take the lead in effective liaison and communication with senior personnel.
- The provision of strategic advice and interpretation of complex information is core to this role, as is maintaining of sound working links with a wide range of strategic partners and stakeholders. Working relationships have to be based on professional credibility, trust and the ability to build consensus.

## 12. PHYSICAL, MENTAL, EMOTIONAL & ENVIRONMENTAL DEMANDS OF THE JOB

### **Physical skills**

- The postholder is required to have excellent keyboard skills.

### **Physical effort**

- There is a frequent requirement for sitting or standing in a restricted position at the computer, for a substantial proportion of the working time.

### **Mental effort**

- There is a frequent requirement for the postholder to engage in prolonged concentration, for example when:
  - Preparing responses to policy and regulation documents.
  - Researching and creating policies and issuing guidelines dependent on legislation.
  - Researching and preparing reports and other documents which will be distributed to internal and external stakeholders.
  - Co-ordinating, managing and implementing research and development programmes.
  - Facilitating workshops.
  - Acting as a chair at national meetings and strategic groups. The postholder must be highly self-disciplined with regard to time-management and have an emotional stability appropriate for the level and demands of this role.
- The postholder will frequently have to deal with priority changes in order to meet deadlines and changing demands.
- Rapid decision making requires assessment of a number of options and judgement on the likely outcome and business impact on NES.
- There is the requirement to respond accurately and timely to external demands which cannot be controlled. These demands are unpredictable and occur regularly.

#### **Emotional effort**

- The postholder is required to occasionally deal with emotional circumstances (during meetings when issues arise which can be controversial or complex) and require excellent influencing skills, when negotiating with a variety of different stakeholders.
- The postholder is required to manage the interface with professional service leads that may not always agree with identified priorities or may have different views on future needs.
- With responsibility for people there are often highly emotive and difficult communications to make where firmness or empathy is required as well as mediation skills. There is often a requirement to give people unwelcome news, apply an unpopular policy/procedure or reject a proposal/request.

#### **Working Conditions**

- Working at VDU for long periods.
- Travel to other locations which can often involve out of hours travelling time and overnight stays.

### **13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

- Masters' qualification or equivalent in relevant discipline.
- Evidence of expert knowledge within speciality.
- The postholder must have the skills necessary to develop and utilise an extensive and complex professional network of contacts and relationships with government agencies, funding bodies, professional regulatory bodies, other education providers and the service.
- The ability to function politically, analyse information, understand complex

arguments, make judgements, reconcile competing demands and negotiate with and influence others are key skills. The postholder must be an excellent communicator and be able to demonstrate clear evidence of career success to date.

- Proven and demonstrable ability to function and support others within the context of a rapidly changing environment.
- Core management skills applied within NHS settings including: Analytical and negotiation skills; project management, facilitation, budget and relevant IT skills.
- A good understanding of NHS, education and professional structures and processes relevant to the role is essential along with a sound grasp of the Scottish policy context.
- To provide evidence of leadership skills and ability to influence at all levels using self-management ability and analytical, prioritisation and judgement skills in order to influence educational services.
- Ability to work in complex environments where the parameters of the job are not necessarily clearly defined.
- Experience in the role to a high level.
- Experience of service development/management of change.
- Experience of initiating, conducting and coordinating research.
- Track record in developing, commissioning, managing and evaluating development programmes/activities.
- Understanding and knowledge of government health policy.
- Well developed facilitation skills.
- A track record in delivering presentation to large audiences on a national basis and with experience and knowledge of developing and delivering management education.
- Ability to meet the travel requirements of the post.

#### 14. JOB DESCRIPTION AGREEMENT

A separate job description will need to be signed off by each jobholder to whom the job description applies.

Job Holder's Signature:

Date:

Head of Department Signature:

Date:



## BAND 8c Head of Service or Programme

**Essential Criteria** – these are attributes without which a candidate would not be able to undertake the full remit of the role. Applicants who do not clearly demonstrate in their application that they possess the essential requirements will normally be eliminated at the short listing stage.

**Desirable Criteria** – these are attributes which would be useful for the candidate to hold. When short listing, these criteria will be considered when more than one applicant meets the essential criteria.

**Means of Assessment** – please note that candidates invited for interview will be notified if there will be a requirement to undertake a test or presentation. These additional assessments may be used to judge one or more criteria within the factor.

Factors	Essential	Desirable	Means of Assessment
Key Leadership Behaviours	<ul style="list-style-type: none"><li>• Adaptive</li><li>• Collaborative</li><li>• Engaged and Engaging</li><li>• Empowering</li><li>• Inspiring</li></ul>		Application & Interview
Education and Professional Qualifications	<ul style="list-style-type: none"><li>• Qualified to SCQF Level 11 e.g. Masters level qualification or equivalent in relevant discipline</li><li>• Relevant Professional qualification e.g. CIPD or proven work experience in learning and education.</li></ul>	<ul style="list-style-type: none"><li>• Qualification in adult / management education</li><li>Qualified SVQ Assessor</li></ul>	Application & Pre-Employment checks

<b>Experience and Training</b>	<ul style="list-style-type: none"> <li>• A good understanding of Health and Social Care, education and professional structures and processes is essential along with a sound grasp of the Scottish Policy context</li> <li>• Understanding and knowledge of Government Education, Health and Social Care Policy.</li> <li>• Understanding and advanced application of contemporary education development approaches</li> <li>• Understanding and advanced application of contemporary education frameworks</li> <li>• Advanced experience of Learning Needs Analysis using established skills frameworks.</li> <li>• Management of large-scale change involving multiple stakeholders</li> <li>• Strong interest in the development of digital workforce capability</li> <li>• Advanced experience of effectively managing stakeholder relationships and networks, securing funding and other forms of resource and support.</li> <li>• Advanced understanding and application of contemporary theories / topics of People and Change Management.</li> <li>• Advanced understanding and application of contemporary theories of Resource and Performance Management.</li> <li>• Experience of effectively managing senior staff, managers of others and teams</li> </ul>		<b>Application &amp; Interview</b>
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<b>Skills and Knowledge</b>	<ul style="list-style-type: none"> <li>• Evidence of leadership skills and ability to influence at all levels using self-management ability and analytical, prioritisation and judgement skills in order to influence educational services</li> <li>• Core management skills applied within Public Sector settings; negotiation, project management, facilitation, budget and relevant IT skills</li> <li>• Proven and demonstrable ability to function and support others within the context of a rapidly changing environment</li> <li>• Ability to work in complex environments where the parameters of the job are not necessarily clearly defined</li> <li>• Service development and management of change.</li> <li>• High level facilitation and consultancy skills</li> <li>• Initiating, conducting and coordinating research</li> <li>• Track record in developing, commissioning, managing and evaluating development programmes/activities.</li> <li>• Advanced understanding of education development approaches relating to national priority workforce areas for health and care</li> <li>• Highly developed programme and project planning skills</li> <li>• Policy review and development skills.</li> <li>• Expertise in policy interpretation and strategy development</li> </ul>		<b>Application &amp; Interview</b>
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# Leadership Behaviours

NHS Education for Scotland (NES) assesses and selects employees based on our leadership behaviours which are expected at all levels in the organisations. These leadership behaviours support the NES ways of working and NHS Scotland values.

These leadership behaviours describe how we work, and what is expected of everyone who works in NES. A number of methods may be used to assess these behaviours as part of our recruitment and selection processes. Our leadership behaviours are:





## CONDITIONS OF SERVICE

<b>TITLE:</b>	Head of Programme - Workforce	<b>LOCATION:</b>	Flexible
<b>REPORTING TO:</b>	Associate Director - Workforce		
<b>GRADE:</b>	Agenda for Change Band 8C	<b>SALARY SCALE:</b>	£71,365 to £76,914 per annum
<b>HOURS AND DAYS OF WORK:</b>	Full time. Based on a normal working week of 37.5 hours. Office opening hours are 0700 to 1900		
<b>JOB STATUS:</b>	Permanent	<b>NOTICE PERIOD:</b>	3 months
<b>ANNUAL HOLIDAYS:</b>	27 days rising to 29 days after 5 years service, rising to 33 days after 10 years service	<b>PUBLIC HOLIDAYS:</b>	8 local/ Public Holidays per annum
<b>REHABILITATION OF OFFENDERS CLASSIFICATION:</b>	The 'exemption' status of posts within NES may change in the future and all successful candidates should be aware that they may be asked to obtain a further Disclosure from Disclosure Scotland at a later date, should a post's status change, or if they are transferred or promoted into a post that is exempt.		

### **SUPERANNUATION:**

Please note under changes to workplace pension arrangements introduced by the UK Government, NHS Education for Scotland along with other employers requires to ensure all staff are automatically enrolled in a pension scheme. Consequently, all new starts from 1 October 2013 will be automatically enrolled into the NHS Superannuation Scheme (Scotland). Contributions are based on whole time pensionable earnings as set out in the table below;

<b>Employee contribution rates 2020/2021</b>		
Tier	Annual Pensionable Pay (Full Time Equivalent)	Contribution
1	Up to £18,936	5.2%
2	£18,937 to £23,228	5.8%
3	£23,229 to £28,891	7.3%
4	£28,892 to £56,266	9.5%
5	£56,267 to £79,801	12.7%
6	£79,802 to £117,960	13.7%
7	£117,961 and above	14.7%

Sessional workers who work more than 10 sessions per week under NHS condition may be unable to contribute further to the superannuation scheme.

***The conditions above are for information purposes only and may be subject to variation. They do not form the basis of a legal contract.***