



JOB SUMMARY – Digital Workforce Business Analyst

1. Workforce Directorate

NHS Education for Scotland (NES) is a Special 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 Governments Everyone Matters: 20:20 Workforce Vision.

Educational solutions in support of the 20:20 Vision are delivered in collaboration with health boards, and in partnership with other colleagues across NHSScotland, 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 current 20:20 Workforce Priorities are defined within the NES Corporate Plan and our objective is to have a Capable, Sustainable, and Integrated Workforce; Effective Leadership and Management; and a Healthy Organisational Culture.

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: -

- Both an internal and external service to support NHSScotland to gain the best value from the people who work within the NHSS.
- facilitating the implementation of the Scottish Government's Workforce Strategy Everyone Matters within NES
- a comprehensive People and Organisational Development strategy and service for the people who work for NES. This includes the provision of leadership and strategies for the Diversity, Workforce Planning, Staff Governance and Partnership Working agendas of NES.
- supporting with development of education and development policy and resources for NHSScotland Healthcare Support Workers (Estates & Facilities and Business & Administration staff) and supporting Scottish Government and NHSScotland Boards on the implementation of Scottish Government's Youth Employment Strategy.
- The Directorate is a key partner for Scottish Government in the delivery of its Talent, Leadership and Management and learning and development ambitions.

- a source of information, advice, educational solutions, and support to the wider NHS through links with Territorial Boards and the Scottish Government.
- a key role in facilitating a number of networks across the service that enables effective engagement in the development of education tools, resources and to advance both strategy and policy developments.
- Supporting the workforce of NES (to include trainees) and provides a comprehensive Human Resources service that includes learning and development, and strategic and operational leadership.
- Provides a comprehensive Human Resources and Organisational Development and Learning service to NES and externally to NHSScotland in the recruitment of medical and dental trainees and other vocational trainee groups.
- a range of organisational consultancy and training services to enable the organisation to lead itself effectively through significant organisational change; supporting the development of NES as a learning organisation, contributing towards the continuous performance improvement and development agenda of NES.
- support to the 20:20 priorities, and also provide strategic advice and guidance, and act as a centre of excellence to include the delivery of the human resources strategy for the NES Workforce.
- The Directorate also supports NES in all aspects of its Equality and Diversity responsibilities.

The Directorate aims to support NES with an exemplar level of service that complements Partnership Working, Employee Engagement, Staff Governance, Organisational Development, Recruitment & Selection, Job Evaluation, Appraisal, Performance Management, Policy Research, Development, Occupational Health & Safety, Training & Development, Employee Relations, Salary Administration and Occupational Health and Safety, Modern Apprenticeships, Organisational Change, Leadership and Development.

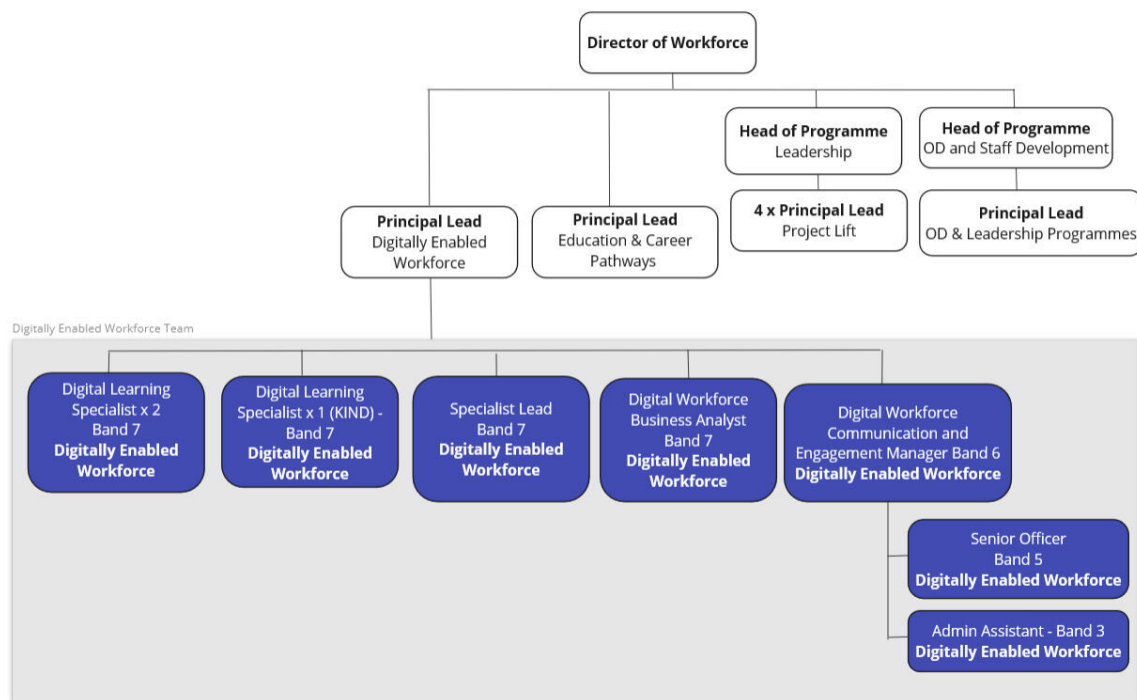
With an overall objective of providing educational solutions that enhance the workforce of the NHS Scotland.

Total Directorate staff (headcount circa 71)

Total Directorate budget – circa £3.8 million

Total staff/trainees recruited (March 16) - 1104

2. Organisation Chart



3. Job Role

Digital Workforce Business Analyst

This is a new and exciting opportunity to be part of a newly formed team that will influence and support developing the digital capabilities and technology deployment and adoption across Scotland's health and social care workforce.

Digital technology has been essential in supporting health and care provision during the COVID-19 pandemic. Enabling the acceleration of digitally delivered services across the sector providing much needed support to people across the country. This has highlighted the need and further opportunities for continuing the momentum of digitally enabling the workforce. Therefore, Scottish Government is funding the role of Digital Workforce Business Analyst reporting through NES Education for Scotland.

As a Digital Workforce Business Analyst, you will be a key analytical support to key stakeholders across Scotland's Health and Social Care to support the delivery of digitally enabling our workforce and citizens. Working closely with third sector partner organisations. Delivering a collaborative Programme of work that is inclusive, person centred, and consistent with the principles of the Scottish Approach to Service Design.

Providing analysis that allows the needs and requirements of the workforce in Health and Social Care to be understood. Undertaking methodical business analysis to determine the requirements and support the design of effective resources to improve digital capability.

To gather requirements and report findings in partnership with Health and Social Care on how we improve and our approach to the delivery of high-quality learning resources that

improves technology adoption and digital skills. Providing a highly effective analytic function undertaking detailed exploration and analysis for complex processes and learning resources.

Contributing to Scotland's Digital Health & Care Strategy. Specifically, to deliver and support the implementation of the Workforce Digital Capability Project Plan.

The role will be working in partnership with multiple stakeholders within and out with NES, including directly with Scottish Government, Local Government Digital Office, Scottish Social Services Council and Scottish Council for Voluntary Organisations.

You will be required to demonstrate initiative and show your creativity in finding solutions to problems, working with others to develop positive and productive relationships that balance a wide range of stakeholder needs, including NHSScotland, social care partners and other national agencies. Flexible approach and the ability to respond to emerging issues and challenges will be critical in this role, as will the credibility associated with expert knowledge and understanding around the key elements of leadership, culture and skills requiring development support in order to enable the spread and scale of digital health and care in Scotland

4. Key Tasks

These will include but will not be limited to:

- Undertake business analysis activity across Health and Social Care Services to understand the gaps and requirements for developing a digital workforce.
- Leading in the analysis of the needs of service areas and the workforce to develop the necessary plans and strategies to enable the adoption of existing and new technology.
- Completing the analysis to identify initiatives already being undertaking and duplication of effort to share best practice to then influence and enable a central one approach for digitally enabling the workforce.
- Working with Health and Social Care to include developing the digital skills of our citizens/service users and involving them with the development and deployment of technologies. So that initiatives are co-produced with services and citizens.
- Keeping self-up to date with new and up and coming technology initiatives and ways of working across Health and Social Care.
- Completing service design, process mapping, risk assessments, options appraisals, business cases and specification of requirements associated with elements of developing a digital workforce when required and in partnership with the service area.
- To work with the Digital Enabled Workforce team and stakeholders to share business analyst approach and best practice.
- Establishing, implementing and evaluating strategies, including the use of relevant frameworks and education pathways, to ensure equity of access to education and appropriate learning and development opportunities in digital health and care for both NES staff in the National Digital Service, and the wider health and social care workforce.

- Working with some or all of these organisations and sectors HSCP, SSSC, NHS, eHealth, SSSC, Scottish Care, Housing, Care Homes, Public Health, SCVO, Local Govt Digital Office.
- Supporting, where appropriate, the development, dissemination and sustainability of national guidance for development of digital leadership, culture and skills, through development of knowledge management strategies, supporting infrastructure and action plans.
- Contributing to the implementation of the Organisational, Leadership and Education Development department's frameworks and processes for ensuring the quality and impact of all programmes, projects and services.
- Supporting with the formation and analysis required in the creation of Digital Champions Group and/or other initiatives that develop digital skills and technology adoption.
- Contributing to departmental operational planning, and participate in in the department's commissioning process, ensuring the efficient and effective use of financial resources.
- Plan and monitor operational budgets for programmes and projects and contribute to the commissioning and procurement process, ensuring the efficient and effective use of financial resources.
- Line management responsibilities as required, including providing leadership, work programming, supervision, professional development, appraisal and pastoral support.

The full job description this post aligns to can be accessed [here](#).



BAND 7 Specialist Data or Information Analyst

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">• Inspiring• Empowering• Adaptive• Collaborative• Engaged and Engaging		Application & Interview
Education and Professional Qualifications	<ul style="list-style-type: none">• Degree level in relevant subject or equivalent experience• Postgraduate qualification, or equivalent, and demonstrable experience in relevant discipline		Application & Pre-Employment checks

Experience/Training (including research if appropriate)	<ul style="list-style-type: none"> • Public Sector knowledge • Experience in the collection and analysis of qualitative and quantitative data and dissemination of findings • Experience in drafting and producing papers and publications, and report writing • Project management skills and experience • Business analysis tools, techniques and methodologies • Knowledge of knowledge translation/implementation science research methodologies • Commitment to personal and professional development • Flexible approach to learning and problem solving • Knowledge and experience of working with some or all of these organisations and sectors HSCP, SSSC, NHS, eHealth, SSSC, Scottish Care, Housing, Care Homes, Public Health, SCVO, Local Govt Digital Office • Working collaboratively with key stakeholders across large organisations • Experience of developing a digitally enabled workforce and how to close the digital skills gap • Expert knowledge of Office 365 and the applications within including the deployment and adoption of these across a large organisation • Experience of working with and or setting up a Digital Champions Group and/or other initiatives that develop digital skills and technology adoption • An understanding of public sector, education and professional structures and processes along with knowledge of Scottish Policy 		Application & Interview
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Specific Skills and Knowledge	<ul style="list-style-type: none"> • Ability to manage multiple projects at various stages of development • Excellent analytical and numerical skills • Presentation skills • Excellent IT and information management skills • Management skills/experience in managerial role • Organisation/administrative skills • Ability to work in a team and with minimal supervision • Ability to meet deadlines • Leadership, communication and interpersonal skills to include presentation, influencing, negotiation and complex report writing • Knowledge of information governance • An understanding of public sector, education and professional structures and processes along with knowledge of Scottish Policy 		Application & Interview
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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

TITLE:	Digital Workforce Business Analyst (Specialist Data and Information Analyst - Workforce)	LOCATION:	Flexible Base Location
REPORTING TO:	Principal Lead - Workforce		
GRADE:	Agenda for Change Band 7	SALARY SCALE:	£39,693 to £46,467 per annum
HOURS AND DAYS OF WORK:	Full time. Based on a normal working week of 37.5 hours. Office opening hours are 0700 to 1900		
JOB STATUS:	Fixed term/ secondment opportunity to May 2023	NOTICE PERIOD:	4 weeks
ANNUAL HOLIDAYS:	27 days rising to 29 days after 5 years service, rising to 33 days after 10 years service	PUBLIC HOLIDAYS:	8 local/ Public Holidays per annum
REHABILITATION OF OFFENDERS CLASSIFICATION:	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;

Employee contribution rates 2020/2021		
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.

Band 7 Specialist Data & Information Analyst

1. JOB IDENTIFICATION

Job Title: **Specialist Data & Information Analyst***(Digitally Enabled Workforce)

Department(s): Organisational Leadership and Educational Development

Directorate: Workforce

Job Reference: JD04/H

Responsible to: Principal Lead - Workforce

*** Operating Division**

2. JOB PURPOSE

The purpose of this role is to manage the recording, monitoring, certification and completion of all data relevant to your area of expertise, which may include working with highly sensitive, clinical, patient based data.

The postholder will provide key support for data management and analysis for educational service and workforce priorities. They may also be involved with the development of a portfolio of evidence-based educational tools that support and underpin NES strategic and corporate objectives.

They will have highly developed specialist knowledge in their field and at the interface between different fields. They are innovative, and have a responsibility for developing and changing practice and/or services in a complex and unpredictable environment.

3. DIMENSIONS

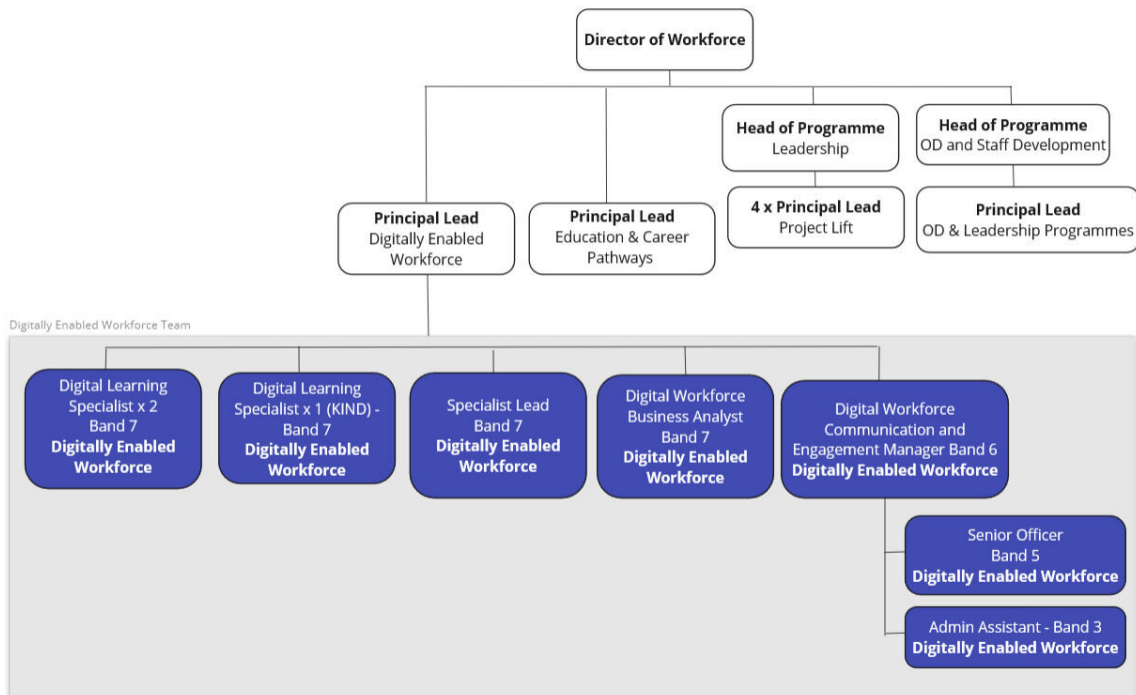
The postholder will manage and quality assure data-gathering systems; to process, analyse and interpret and present the statistics resulting from them; and to direct and control the work of the team who are responsible for data-entry into such systems.

They will communicate business sensitive information/agreement or co-operation from NHS staff at all levels of the organisation as required.

They will manage and develop colleagues/participants and may have 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



5. ROLE OF DEPARTMENT

Workforce Directorate

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a comprehensive People and Organisational Development strategy and service for the people who

work for NES. This includes the provision of leadership and strategies for the Diversity, Workforce Planning, Staff Governance and Partnership Working agendas of NES.

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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.)

- Manage and quality assure data-gathering systems and be responsible for processing, analysing, interpreting and presenting the statistics resulting from them to a wide range of internal and external stakeholders.
- Design data forms; design, create and amend database specifications; carry out complex statistical analysis; and develop reports for senior management within NES and for external stakeholders.

- Use quantitative data to support quality assurance and continuous improvement.
- Manage and participate in specific projects involving data and the effective use of statistics or data development, leading on the quality assessment and improvement of existing datasets and will contribute to the development of new national databases.
- Support a variety of related multi-disciplinary initiatives across NES, providing specialist statistical or data management advice where necessary.
- Conduct national research for NES, including development of project protocols, literature searching, critical appraisal and synthesis, design of research tools, data collection, highly complex data analysis, writing reports and disseminating findings.
- Promote and demonstrate an understanding of best practice in the design, monitoring and reporting of data/statistical information.
- Manage and maintain all research and data in accordance with research protocols and National Research and NES Information Governance standards and requirements.
- Establish project goals, timescales and work plans which meet the requirements of NES.
- Allocate work, providing support, motivation and professional guidance where necessary.
- Produce formal reports and academic papers conveying highly complex information in a manner appropriate to and easily understood by a range of intended audiences.
- Present and disseminate results of research/data analysis at a wide range of national and international meetings and conferences.
- Liaise and negotiate with a wide range of individuals at a senior level within NHS and other organisations to ensure the provision of information at a level of quality appropriate to NES
- Initiate plan, organise and co-ordinate several complex activities simultaneously, allocating and re-allocating administrative support staff on a daily basis to meet organisational requirements.
- Adjust plans to accommodate periodic changes in priorities caused by external factors.
- Contribute to the development of working practices and policies within the programme to enable effective, streamlined working.
Design strategies to provide new information to inform decision making by working groups.
- Contribute to NES national work corresponding with the postholder's specific professional expertise establishing project goals, timescales and work plans, collaborating with regional and other clinical staff as necessary.
- Proposes and implements changes and suggestions as to how services can be improved for users and the public.

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 (e.g. laptop, mobile phone etc)

7b. SYSTEMS

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

8. ASSIGNMENT AND REVIEW OF WORK

- The postholder's activities will be generated by local and national strategies and priorities.
- The postholder has considerable freedom in meeting the requirements of the post.
- It is vital that the postholder is able to take initiative, develop, plan and organise a number of complex activities, direct groups within workstreams and make key decisions to contribute to an effective and efficient programme.
- The postholder is responsible for planning, prioritising and allocating their own work and has freedom to initiate implement and deliver outcomes within agreed framework. The postholder is expected to work independently and autonomously maintaining effective time management and prioritising tasks appropriately.
- Line management support is provided through regular meetings. A formal appraisal and personal development plan is agreed annually, with input as appropriate by other senior staff that the postholder will be working with. Annual objectives are agreed and the postholder is responsible for ensuring delivery of these objectives. There will also be ad-hoc meetings with the line manager to discuss issues as they arise.
- The postholder may have line management responsibility.

9. DECISIONS AND JUDGEMENTS

- The postholder must demonstrate an ability to provide professional leadership in team decision making.
- They must be able to take responsibility for own work area making judgements involving complex facts or situations, which require the analysis, interpretation and comparison of a range of options.
- The postholder must assess, weigh and take steps to minimise and manage risk and be accountable for their own actions and the actions of their group, through effective leadership.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- The management and co-ordination of several simultaneous multi-disciplinary projects.
- The post requires a high degree of flexibility and the ability to work autonomously and use one's own initiative. The post holder is required to respond rapidly to

urgent requests for information.

- Successfully achieving challenging deadlines while maintaining an ongoing portfolio of work.
- The management and quality assurance of the data –gathering systems and the processing, analysis, interpretation and presentation of the resulting statistics requires both attention to detail and understanding of the wider context which the data reflect.
- Ability to balance the needs and potentially conflicting priorities of a variety of stakeholders as well as maintain the balance of work within the portfolio to ensure that project deliverables meet set deadlines.
- Forward planning and the interpretation and incorporation of relevant complex information.
- Political awareness to be able to engage strategically and work operationally across organisational boundaries.
- Maintaining a high degree of autonomy and ability to direct own work.
- The requirement to work with and manage complex data.
- Communicating and negotiating effectively to take forward the diverse and complex range of workstream objectives with both service and NES stakeholders while acknowledging their diverse objectives and demands.
- Excellent time management, an ability to be flexible in responses to changes, and work to tight deadlines
- Working with sensitive, patient data, some of which may be distressing. Due to nature of the data a strict adherence to patient confidentiality and privacy and information governance is required at all times.

11. COMMUNICATIONS AND RELATIONSHIPS

- Operate to the highest level of impartiality, fairness and confidentiality, while providing a high degree of support.
- Require a high level of diplomacy, persuasion and influence in order to enable often very senior staff to adopt new or changing practice or overcome resistance to change.
- Excellent verbal, nonverbal, written and presentation skills. There will be frequent requirements to present complex and sensitive information to large groups in formal settings e.g. conferences, workshops and seminars as well as occasional presentation of difficult or controversial information.
- The postholder is frequently required to communicate with a variety of outside agencies to gather information and material for developing research protocols, reports, briefing papers, academic papers and/or corporate publications.
- The postholder will provide and receive highly complex, sensitive and contentious information. Consequently, the role often requires a great deal of tact.
- A particular emphasis of the post is being able to prepare and disseminate written information for a variety of audiences. The provision of advice and interpretation of complex information are a regular requirement of the post. This includes the ability to assemble information for briefing reports; translating research data into working

documents/writing for publication in academic and practice journals or corporate publications; preparing/advising others in presentations of information for conferences, seminars.

- Respond constructively and confidently to queries and complaints, negotiating with others in a way that suits the situation.
- Evaluate a range of texts and write effectively for a range of contexts, situations, maintaining honesty, integrity and transparency.
- Work with others towards shared goals, ensuring the team's goals are clear and achievable
- Assess the root cause of problems in complex and unpredictable environments
Seek and evaluate different points of view to inform solutions, maintaining honesty, integrity and transparency.

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

Physical skills

- Require advanced accurate keyboard skills in order to produce regular reports and updates.

Physical effort

- Office conditions - light physical effort required.

Mental effort

- Requires frequent periods of prolonged concentration in analysis of information and preparation of various outputs
- Work pattern may be unpredictable and postholder may be required to switch tasks with little notice and to answer complex queries. Telephone calls and emails may result in a re-prioritisation of work due to unforeseen circumstances.

Emotional effort

- Exposure to emotive circumstances is rare.

Working Conditions

- Post based mainly within an office environment with long periods of daily use of Visual Display Unit.

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

- Degree level in relevant subject or equivalent experience.
- Postgraduate qualification in relevant subject, masters or equivalent experience.
- Experience in the collection and analysis of qualitative and quantitative data and dissemination of findings.
- Ability to work in a team.

- Experience in drafting and producing papers and publications, and report writing.
- Project management skills and experience
- Knowledge of knowledge translation/implementation science research methodologies.
- Commitment to personal and professional development
- Flexible approach to learning and problem solving
- Excellent analytical and numerical skills
- Presentation skills
- Excellent IT and information management skills
- Management skills/experience in managerial role
- Organisation/administrative skills
- Ability to work with minimal supervision
- Ability to meet deadlines
- Leadership, communication and interpersonal skills to include presentation, influencing, negotiation and complex report writing

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: