



Job Description

Job Title	Director of Human Resources and Organisational Development		
Immediate Line Manager (Job Title <u>not</u> name)	Chief Executive	NEC ID Number for Manager	
Effective as at:	August 2016		

2 Job Purpose

At the front line of NHS Scotland the development of the Scottish Ambulance Service and its people are critical to delivering NHS Scotland's National Clinical Strategy, improving primary care including out of hours care and critical care services. The Scottish Ambulance Service is already undergoing unprecedented transformational change as set out in our strategy "Towards 2020: Taking Care to the Patient". In addition Public Sector Reform, which will impact on the shape and scale of the Service, is expected over the next few years. As a result the role of Director of HR and OD has been reviewed and enhanced.

The Director of HR and OD will:

- As a member of the Executive Management Team lead the transformation of the workforce to deliver the 2020 service strategy and developing Scottish Government strategies.
- Provide system wide professional leadership to the Human Resources and Organisational Development (HR&OD) Directorate
- Fully contribute to and participate in the corporate management and governance of the Scottish Ambulance Service.
- Develop and deliver the Service's organisational development programme to improve organisational performance and realise the Service vision of delivering the best patient care for people in Scotland by engaging, involving and developing our people, working across boundaries with partners from wider health and social care and other public and voluntary services.

The post holder will report directly to the Chief Executive, will be a key member of the Executive Team, attend Board and Committee meetings and serve as a strategic HR business partner working closely with public and voluntary sector leaders, Trade Unions and staff to provide HR and OD leadership, expertise and the creativity to bring about service improvements.

3 Dimensions

The Scottish Ambulance Service currently employs 4600 staff directly and works with 1500 community volunteers across Scotland in providing critical care, emergency, urgent and scheduled care across Scotland. The service has an ambitious transformational strategy Towards 2020: Taking Care to the Patient to save more lives, take more care to patients and improve outcomes through the development of its staff, systems and technology. As a key enabler of the National Clinical Strategy, increasingly delivering primary care services 24/7 and one of Scotland's 3 emergency services the role of the service is set to expand to provide a more diverse range of services working with partners nationally, regionally and locally to improve public health and health outcomes. It is expected that as a result of these government policies and strategies that the Service will grow in function and size significantly by 2020 and that the Service's methods of working and skills requirements will change dramatically in consequence.

Development of the directly employed workforce and influencing broader people development across Scotland to effectively enable delivery is a critical dimension of this role and one which is planned to grow in the near future. It is expected that we will work collaboratively across Scotland employing a wider range of clinical skills. We will move to degree educated paramedics, postgraduate and masters education for increasing numbers of staff to help them operate at their full scope of practice within more integrated health and social care services, and more integrated acute and primary care services. This post-holder will be responsible for ensuring that our education and development arrangements are planned to meet the needs of NHS Scotland working closely with the wider health and social care system to do so. As a national emergency service with a clear role in the country's safety and resilience, and having recently established the world leading ScotSTAR specialist retrieval services, the post-holder will ensure that our workforce planning includes the skills required for these specialists' roles and functions. This post-holder will lead increasingly diverse functions.

The service has a strong partnership ethos and a unique culture. This post holder is responsible for further developing partnership and staff governance arrangements to ensure that staff are fully engaged in the development of safe, effective and sustainable services, encouraging learning and creativity, openness, equality and transparency.

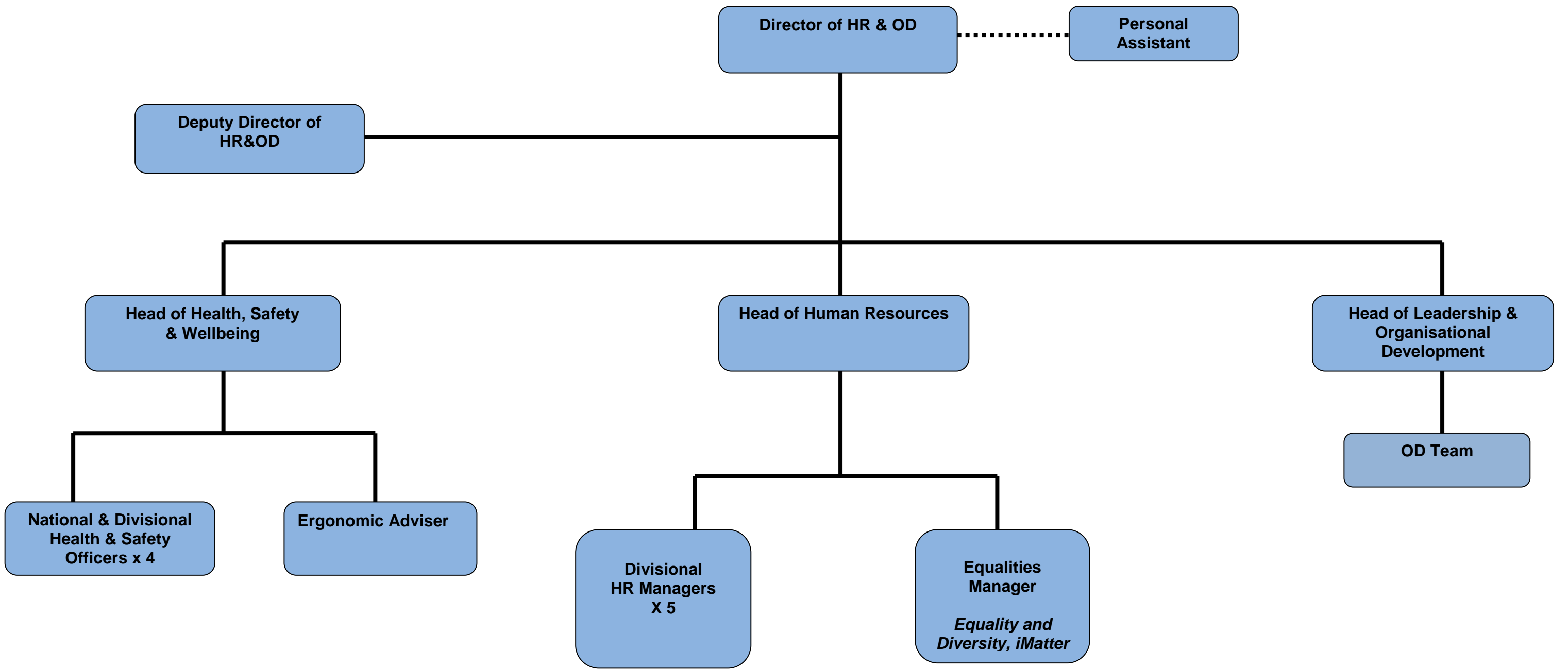
Responsible for the provision of expert HR, OD, Health, Safety and Wellbeing (HS&W) employee engagement, leadership and management development services across a geographically diverse, distributed, multi-disciplinary and shift working workforce which is facing the need to change working methods and deliver new models of care, together with the increasing complexity of major incident and security related activity. This will have a major impact on the allocation of resources and management practice, on staffing locally, the working lives of staff and on national service delivery.

Responsible for implementing a wide range of high profile and high impact strategies within NHS Scotland.

The majority of budget is spent on people with this post-holder influencing £180m of spend and directly responsible for 35 staff and the HR and OD Budget (circa £1.5m).

4 Organisational Chart

On following page



5 Role of Department

1. Direct the HS&W functions to achieve appropriate governance standards and set organisational targets and direction of travel to ensure effective patient care and staff governance.
2. Lead the organisational development programme to improve organisational performance and realise the Service vision of delivering the best patient care for people in Scotland by engaging, involving and developing our people.
3. Lead the development of strategic workforce planning within SAS and the implementation of the strategic workforce plan which enables delivery of the 2020 vision.
4. Plan for service change in conjunction with health board, Integrated Health and Social Care partnership, local authority, Scottish Government and other partners to ensure effective delivery of services to patients and to anticipate and plan for service developments and change for example in developing new sustainable models of primary care.
5. Plan and ensure effective leadership and management development arrangements, to build leadership capability to enable delivery of Scotland's national outcomes
6. Develop and implement effective health, safety and wellbeing arrangements for staff and volunteers
7. Manage each of the directorate's functions to ensure that they deliver on their key performance objectives ensuring value for money and the effective delivery of services.
8. Demonstrate and champion positive behaviours and attitudes which will support co-operative and partnership working to achieve progress in the redesign and provision of clinical and non-clinical services across the country and deliver the Scottish Ambulance Service's vision for high quality, modern, joined up services.

6 Key Result Areas

Corporate Leadership

- Participate fully in the corporate management, decision making and strategic development of the Scottish Ambulance Service and wider health and social care service development so that high level expertise in the areas of Corporate, Staff Governance, Human Resource Management, Organisational Development, Leadership and Management Development and Health Wellbeing Management is directly available to the Board, Senior Management Team and partners.
- Contribute to the organisation's vision, strategic direction financial viability, and service delivery.
- Ensure that the organisational behavioural culture and the Board's strategic priorities are delivered through its workforce.
- Work closely with the Chief Executive to ensure that the Board, and Senior

Management Team works effectively, ensuring that members model positive leadership behaviours.

Organisational Development

- Promote and drive an organisational culture of person centred care and a just culture which reflects the values of NHS Scotland and SAS's transformational Organisational Development Programme.
- Engage effectively with leaders and ensure that managers, clinicians and other staff work together to provide high quality patient services.
- Lead the development of change management and leadership capability challenging where appropriate culture, and practices.
- Develop and maintain appropriate succession planning and talent management frameworks to adequately address future skills requirements.

Human Resource Policies

- Lead on all matters relating to effective employee relations, pay negotiations, terms and conditions and all aspects of employment for the Service.
- Ensure the development of implementation of modern human resources policies in partnership and in line with the national PIN (Partnership Information Network) policies.

Human Resources Services

- Provide professional leadership for the directorate ensuring that it is effectively developed, organised, integrated and managed so that it fully supports the strategic aims of the Board.
- Develop and manage a strong, effective team of senior HR&OD and HS&W managers, practitioners and specialist staff by providing motivational leadership and clear direction.

Workforce Strategy

- Work with colleagues and Directors to develop workforce and organisational strategies and solutions which will address NHS Scotland issues on a "Once for Scotland" basis.

Staff Governance

- Lead the development and implementation of Staff Governance frameworks, systems and processes to ensure that a system of corporate accountability exists for the fair and effective management of all staff.
- Demonstrate that all legal obligations are met and policies and agreements are implemented which meet the requirements of the performance assessment framework and the NHS Scotland Staff Governance Standard.
- Provide HR support to the relevant standing committees of the Board e.g. the Remuneration Sub-Committee and the Staff Governance Committee.

Workforce Planning, Modelling and Development

- Develop strategic workforce plans in collaboration with key partners including Scottish Government to ensure that we have the skills and size of workforce to effectively deliver Scottish Government policies. In doing so work with professional bodies, trade unions, education and other stakeholders to extend skills of the clinical workforce and new models of working.

- Develop Leadership, Learning, Career Development, Recruitment and Retention, new ways of working and job redesign arrangements and ensure that these are fully integrated with the corporate and financial planning arrangements.
- Develop workforce planning and management systems to enable efficient and modern working practices.

Learning & Education

- Promote a culture of continuous learning and development ensuring that learning and education principles, policies and resources are articulated and available to enable all employees to receive the training and development they need to carry out their roles effectively.
- Work collaboratively with the Director and Head of Education & Professional Development to ensure the new learning and education model is delivered with staff commitment.

Contribute to National Developments

- Contribute to NHS Scotland strategic workforce planning at national, regional and local level to ensure that the ambitions set out in the National Clinical Strategy are realised.
- Work across organisational boundaries to deliver a sustainable workforce
- Develop and deliver effective employee engagement strategies to support the creation of a high performing culture.
- To lead the workforce team for readiness to embrace the implementation plan for the NHS Scotland Human Resources Shared Service agenda.
- Lead the development and implementation of HR ICT systems within the Board and ensure that these align to the National eHealth Strategy.
- Integrate ScotSTAR and other national services effectively with the Scottish Ambulance Service and develop workforce strategies to maximize the contribution of national services.

Staff and Volunteers Health and Wellbeing

- Lead the development and implementation of the Workforce Health and Wellbeing Strategy to improve health and wellbeing of staff and volunteers, and maximize attendance.

Partnership Working

- Champion Partnership Working, ensuring that systems and processes are in place which ensure staff involvement in planning and development decisions that affect them and which promote the development of best practice human resource policies and procedures.

Equality and Diversity

- Lead the development and effective implementation of Equality and Diversity outcomes within the Service, ensuring exemplar working arrangements and robust monitoring and reporting.

7 Assignment and Review Work

This post has a high degree of autonomy within the Scottish Ambulance Service working under broad direction within the parameters of Government priorities

and policies for health and within the framework of employment legislation, regulation and good practice. The post also operates within the Service's own strategic framework, to which the post holder contributes attending Board meetings and the Senior Management Team. The responsibility for providing specialist professional advice to the Board on human resources, leadership, organisational development and health, safety and wellbeing sits with the post holder.

Review of performance in the post is undertaken through the agreement of performance objectives and individual performance appraisal by the Chief Executive, reviewed by the Chairman. Formal appraisal is undertaken on an annual cycle, but the Chief Executive and the Board will undertake more frequent, ongoing, informal reviews of current developments and progress on major issues on an ongoing basis, giving authority where necessary for the post holder to proceed with matters outwith the scope of his/her delegated authority.

8 Communications and Working Relationships

The post holder is required to communicate with a wide range of senior clinical and non-clinical staff across SAS with non-executives and with the leaders and officials of external organisations. Excellent communication, interpersonal and influencing skills are required as well as a high level of political awareness. The post holder is expected to have very strong presentation skills and be able to express a view convincingly and coherently, verbally and in writing.

Above all, the post holder should be able to give inspirational and visionary leadership to all employees of NHSGGC through a period of significant workforce change and opportunity.

The post holder is required to communicate with a wide range of individuals both internal and external for a number of purposes.

- Develop and present complex and sensitive information both in writing and verbally at Board meetings, Executive Teams, Employment Tribunals and Senior Management Team.
- Develop relationships across the health and social care system including with government to shape policy and support delivery of effective health and social care.
- Discuss with senior managers/staff/staff representatives complex and sensitive issues in relation to workforce issues in order to seek agreement or a way forward. This can be in a formal or informal setting.
- Facilitate groups with diverse objectives to resolve conflict. Empower managers and Personnel staff to resolve conflict in complex and sensitive issues.
- Present new ideas/policies/ways of doing things to diverse groups of staff/managers/representatives.

9 Most Challenging Part of the Job

To gain commitment across the whole health and social care system to the implementation of ambulance service development and human resource strategies and services that support modern, integrated services to patients and

staff which are developed in partnership and which break down traditional organisational functional and professional barriers. To ensure that the widening role of the ambulance service is recognised by NHS and social care partners and the public, and that the Service can maximise its contribution to caring for patients in community, primary and acute care.

- Developing new roles and skills for a radically different clinical service as set out in the National Clinical Strategy, whilst maintaining effective day to day service delivery
- Leading cultural change and empowering managers whilst keeping the organisation 'safe'.
- Championing staff governance and mature partnership working in an organisation that is accustomed to a different way of working
- Driving workforce modernisation when there are vested interests in the status quo.
- Working at pace in a dynamic, high profile organization, balancing strategic development and engagement with urgent demands such as IR matters.
- Developing new and innovative 'ways of doing things', and then putting these strategies in place.

10 Qualifications and/or Experience Specified for the Post by the Employing Authority

The post requires an individual who demonstrates a high level of competence in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland, i.e.

- ❖ Communicating and Influencing Effectively
 - ❖ Working in Partnership with staff and their representatives
 - ❖ Learning and Development
 - ❖ Caring for Staff
 - ❖ Improving Performance through Team working
 - ❖ Improving Quality
 - ❖ Achieving Results
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- Post holder must have extensive experience in the field of HR in organisations, which are diverse and multifunctional i.e., substantial experience of operating at a senior professional HR level with management responsibilities.
 - Be up to date with specialist developments in the fields of HR, OD and Leadership development and have experience of applying these in a complex environment.
 - This post has significant influence at a senior level in regard to employment practice/employment law etc and must have sufficient knowledge and experience to ensure that this is carried out effectively.
 - Experience of leading complex transformational change.
 - Degree level with a postgraduate HR qualification which has been upgraded over the years to a senior level FCIPD (Fellow of Chartered Institute of Personnel and Development), plus additional training or experience to masters level or equivalent is desirable.

Person Specification
Post: Director of Human Resources & Organisational Development



Criteria	Essential	Desirable
<p>Education, Training and Qualifications</p>	<p>Educated to Degree level or equivalent. Evidence of continuing, relevant professional and personal development Membership of Chartered Institute of Personnel and Development</p>	<p>Post Graduate degree or professional qualifications in a relevant area</p>
<p>Experience</p>	<p>Proven track record of successful strategic HR & OD leadership and direct management and development of senior professional staff. Significant senior management experience within a large complex organisation ideally Health/Social Care /Local Government. Experience of direct management of a range of HR services. Evidence of successful leadership, development and implementation of HR strategies, policies and performance management systems that deliver high quality services and outcomes. Evidence of ability to motivate and inspire teams to be successful and high performing. A record of success in communicating and engaging with a wide range of internal and external interests and bodies, building partnerships and productive working relationships and positively promoting organisational reputation and interests. Significant senior experience of creating, inspiring and driving cultural change, service redesign and organisational development.</p>	<p>In depth knowledge of the NHS in the UK – political and policy context and drivers. Good understanding of relevant areas of Scottish policy agenda e.g. Health and Social Care Integration. Peer recognition through membership of professional board/regional or national groups. Evidence of developing effective and productive links with non-executive members and working successfully in a political environment. Successful track record of operating as part of an Executive Team and Board level experience. Track record of assessing risk whilst effectively developing strategic priorities.</p>

	<p>In depth and proven change management / service redesign experience</p> <p>Experience of strategy business and financial planning and a proven track record of managing large budgets effectively within large complex organisations including appreciation of aspects relating to value for money probity and accountability.</p> <p>Successful experience of setting up new services / taking on and transforming services, developing new and innovative solutions to meet HR / people issues.</p> <p>Evidence of influencing and responding to national policy.</p>	
<p>Skills, Competency and Disposition</p>	<p>Excellent interpersonal and communication skills at both individual and organisational level, with the ability to influence and negotiate internally and externally.</p> <p>A leader who can promote and model person centred values through their own behaviour and actions.</p> <p>Experience of decision making at senior level i.e. board level or executive director in a large and complex environment.</p> <p>A strategic thinker with vision and personal leadership qualities.</p> <p>Excellent stakeholder management skills.</p> <p>Inspiring management style with the ability to harness and develop the capability in others.</p> <p>Strong skills in strategic planning and strategic management of financial resources.</p> <p>Ability to demonstrate success in change management and changing culture in a way that has successfully improved services to more creative, modern and collaborative ways of working.</p> <p>Clear analytical skills to allow the exploration, evaluation and interpretation of information and opinions and utilisation of</p>	

	<p>management information systems. Strong decision making skills with the ability to make decisions and recommendations based on the analysis of options. Sound business judgement and ability to take calculated risks and make politically astute choices in uncertain and ambiguous situations to drive forward improvement. Capacity to work under pressure to meet deadlines, satisfy political objectives and organisational priorities. Demonstrate commitment to and achievement of equality and diversity. Able to demonstrate resilience to operate effectively in a complex and challenging environment.</p>	
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Summary of Core Leadership Competencies



	Core Competency	Example Performance Criteria/related behaviours
1	Strategic Focus	<ul style="list-style-type: none"> • Understands the vision of the organisation and their role in achieving this • Sets longer term plans and develops contingencies • Understands external environment and its potential impact • Is aware of relevant National and Local initiatives, imperatives and factors influencing local health service provision • Translates broad strategies into specific objectives and action plans • Aligns resources, processes and systems to support strategic priorities
2	Collaborative/ Partnership approach	<ul style="list-style-type: none"> • Promotes collaboration and teamwork across organisational boundaries • Creates an open, team environment where differences can be discussed constructively; • A balanced view of conflicting perspectives is established. • Cultivates an active network of relationships inside and outside the organisation. • Understands current power and political relationships • Recognises and responds to the concerns of others • Takes a systematic approach to the development and maintenance of effective partnership working • Has a sound understanding of multi agency influencing and decision making protocols

3	Achieving results and making decisions	<ul style="list-style-type: none"> ● Key accountabilities, judgement and decisions are accepted and acted upon. ● Sets and pursues appropriate goals for self and service ● Is committed to achieving results and demonstrates a strong commitment to organisational success ● Manages stakeholder expectations to achieve results ● Reviews key indicators and uses management systems to monitor progress and achieve results ● Demonstrates a creative approach to problem solving ● Able to work effectively under pressure ● Important issues in a complex situation and their implications are identified. ● Establishes appropriate, yet realistic timeframes to achieve results
4	Managing Resources	<ul style="list-style-type: none"> ● Recognises and capitalises on staff strengths and abilities ● Engages staff in all ● Establishes clear objectives and results for all staff ● Develops staff to achieve ● Assigns clear authority and accountability ● Is aware of employee issues and responds appropriately ● Aligns available resource to agreed service priorities ● Delivers financial responsibilities and develops contingencies
5	Interpersonal approach	<ul style="list-style-type: none"> ● Promotes ideas and proposals persuasively; Provides compelling rationales; ● Shapes stakeholder opinions and negotiates win/win solutions ● Builds a broad base of support among key decision makers and influencers ● A balanced approach which demonstrates both empathy and a focus on facts, problems and solutions is maintained when handling emotional situations.
6	Change and Redesign	<ul style="list-style-type: none"> ● Champions new initiatives and service redesigns: ● Stimulates and develops innovative ideas and improvements based on accurate data ● Challenges status quo and resistance ● Prepares others to understand and accept change. ● Is proactive, utilising intelligence to support proposals, ● Is recognised as an enabler of change ● Demonstrates resilience to continuous / concurrent change ● Able to make hard decisions when implementing change ● Works well with ambiguity or impartial data ● Is flexible and adaptable

7	Professional Development	<ul style="list-style-type: none"> • Areas for development are identified through reflection and appropriate strategies pursued to improve performance. • Areas of strength are recognised and consistently applied. • Constructive feedback is sought and acted upon to improve professional performance.
8	Respect Diversity	<ul style="list-style-type: none"> • Supports and enables fair treatment and equal opportunity for all • Establishes an environment where staff are comfortable raising issues or concerns • Challenges inappropriate behaviour and prejudice effectively • Managing people on an individual basis • Fostering relationships with people who have different views • Actively mentors and coaches staff and colleagues • Recruits and develops talent from all backgrounds • Actively seeks and applies diverse views and perspectives • Applies employee policies in a constructive way for all staff • Uses inclusive language • Applies inequalities sensitive approach to service delivery
9	Governance	<ul style="list-style-type: none"> • Maintains focus on strategic issues and priorities to ensure required organisational performance is achieved • Monitors organisational performance and exercises accountability for results • Makes and supports decisions that achieve effective financial , clinical and employee results • Ensures organisation fulfils its financial, clinical & staff responsibilities • Examines and defines factors that could adversely affect performance or delivery of committed activities • Ensures compliance with statutory or policy obligations Quantifies and assigns probabilities to risks and opportunities (level and likelihood).