

Dental Director

Supporting the health and
social care workforce

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Letter from Karen Reid, Chief Executive Officer

Dear Applicant

I welcome your interest in joining NHS Education for Scotland (NES) – an ambitious, collaborative and forward-thinking organisation. This is a unique role in NHS Scotland in a national organisation. NES has significant influence and ability to effect sustainable change through workforce development, education and training across the health and social care system in Scotland and working at UK level with partner organisations.

Focused on delivering the Scottish Government's priorities, NES is integral to improving outcomes for people and in ensuring a skilled and capable workforce underpins the design and delivery of services. This is an organisation which recognises the significant contribution it can make to improving population health, reducing inequalities and economic development. Workforce development, education and training are critical in this regard across a range of dimensions including widening access to training and employment, career pathways and new roles, for example through the NHS Scotland Youth Academy.

As a member of my Executive Team, you will have a corporate leadership role in delivering the organisation's strategy, ensuring staff are motivated, supported and developed in the delivery of key strategic outcomes. You will lead the Dental Directorate to ensure effective delivery of high quality dental education across Scotland, including the experience and wellbeing of all the trainees NES is responsible for.

You will share our ambitions to drive change, be innovative and collaborative, working directly with government, the NHS, academia, professional organisations, regulators and wide range of strategic partners. You will understand the opportunities which arise from the redesign of services and their location, increasingly via digital solutions, and in the skill mix of multidisciplinary teams, including new professional and support roles. You will recognise the importance of widening access not only for careers in dental (which you will actively promote) but across the health and social care workforce.

Crucially, you will have credibility based on your values, skills and experience. You will be an authentic, resilient leader with significant senior level experience in dental education and leadership in large, complex organisations. You will combine keen political awareness and acumen with creative and innovative approaches which deliver practicable, sustainable and beneficial change using recognised quality improvement methodologies. Additionally, you will understand the complexities of developing and implementing government policy as it relates to dental education and training. Embedding equality, diversity and inclusivity will be evident in all that you do.

The pack which follows provides the information you need as you prepare your application. For an informal discussion about the role, please contact Donogh O'Brien or Katharine Price at Aspen, 0141 212 7555. You can learn more about NES at nes.scot.nhs.uk

Yours sincerely

A handwritten signature in black ink that reads "Karen Reid". The signature is written in a cursive, slightly slanted style.

Chief Executive Officer

NHS Education for Scotland – The Organisation

People, partnership, performance

NHS Education for Scotland (NES) provides education, training, workforce development, data and technology for health and social care in Scotland. Our goal is to create a workforce that meets people's needs, as well as the needs of staff, carers, and the people of Scotland by working in partnership with our staff, learners and stakeholders.

NES helps people who work in health and social care to get the education and skills they need to provide good quality care for people in Scotland.

The overall purpose of NES is to be a collaborative, innovative and inclusive learning organisation providing high quality education, training, workforce development, workforce data and technology for Scotland's health and social care workforce. This is intended to deliver the organisation's strategic vision which is to support better rights-based quality care and outcomes for every person in Scotland through a skilled, capable and resilient health and social care workforce.

The work NES does affects everyone who works in and with health and social care services, as well as every person in every community in Scotland. We design and deliver education, ensure quality and standards, and use technology to enable staff to be skilled, confident, and motivated to provide better outcomes. We are focused on preparing and shaping the workforce for the future and the changes in health and social care necessary to improve outcomes.

NES is adaptable, creative and responsive to the needs of the workforce and the communities they serve. We are firmly committed to improving population health, reducing health inequalities and working nationally and locally with partners to make a positive and lasting impact to improving the wellbeing of the people of Scotland. By attracting people to careers in health and social care, we can create jobs and boost the economy.

NES works with the Scottish Government, local government, NHS, Health and Social Care Partnerships, social care providers, academia, regulators, and other strategic partners to create new roles and services and develop new and exciting career pathways for future generations.

Our work programmes ensure that those who work in health, social care and social work are skilled, confident, and motivated to continually improve outcomes for people. We promote and uphold human rights through our education and training and provide challenge where these are not being upheld.

NES works closely with the Scottish Government to help shape health and social care policies. We use our expertise to help improve care and reduce inequalities through supporting health and social care reform programmes, such as the Scottish Government's Care and Wellbeing Portfolio, and the Scottish Government's commitment to Human Rights and the delivery of a National Care Service.

Over the next three years we will work with our learners, educators, partners and stakeholders to improve education and learning, using technology and innovation to create a better future for health and social care. Our focus is, and will remain, improving people's health and care outcomes through a competent, confident and skilled workforce while supporting Scottish Government's policies across the following areas.

Our Strategic Plan and key corporate documents are available from:

<https://www.nes.scot.nhs.uk/about-us/corporate-publications/>

Workforce

- Planning, attracting, engaging, training, developing, supporting and retaining a talented NES workforce
- Leading on organisation development, continuous improvement and the management of change
- Support the recruitment and employment of Doctors and Dentists in Training in NES's capacity as Lead Employer
- Leading to Change
- Centre for Workforce Supply

Psychology

- Commissioning and delivery of education programmes
- Supporting health boards to deliver psychological therapies and interventions for the health and social care workforce throughout Scotland
- Leading the National Trauma Training Programme develop a trauma informed and responsive workforce
- Workforce development and delivery of appropriate educational infrastructure

Dentistry, Healthcare Science and Optometry

- Undergraduate placements in clinical settings
- Management of postgraduate and other training programmes
- Continuing professional development
- Development of evidence based guidelines
- Support for dental registrants in difficulty

Medicine, Pharmacy, Quality Improvement and Patient Safety

- Undergraduate placements in clinical settings
- Management and commissioning of postgraduate and other education and training programmes
- Provision of a Trainee Development and Wellbeing Service (TDWS)
- Continuing professional development
- Management and support of revalidation

Finance and Procurement

- Leading on financial management issues across the organisation, playing an important role in corporate governance including Risk Management and development of Audit Plans
- Ensuring best value is achieved across the commissioning of goods and services and providing stewardship of financial resources across the board
- Providing expert financial advice, technical guidance, analytical analysis and pro-active decision support to develop the Board's financial plans and business cases
- Ensuring a strong and effective internal control environment across all transactional processing and statutory reporting

NES Technology

- Development of a new, digital by default, technical environment and commensurate digital services to all NES stakeholders
- Support and development of fit for purpose, corporate systems and services to allow NES teams to deliver their strategic outcomes
- Communication, support and leadership in all digital and technical disciplines
- Impact assessment of all new technology based services and systems
- Research and development as appropriate

Social Care

- Support extension of the NES's education, training, workforce development, knowledge services and digital solutions to the social care workforce in Scotland.
- Partner others to design, develop and deliver resources that meet the needs of the social care workforce
- Develop approaches that take account of the specific operating conditions, purpose, opportunities and challenges for social care services in Scotland



Planning and Corporate Resources

- Corporate Governance
- Feedback, Complaints, Concerns and Whistleblowing
- Corporate Communication & Engagement
- Strategic and Operational Planning
- Performance and Risk Management

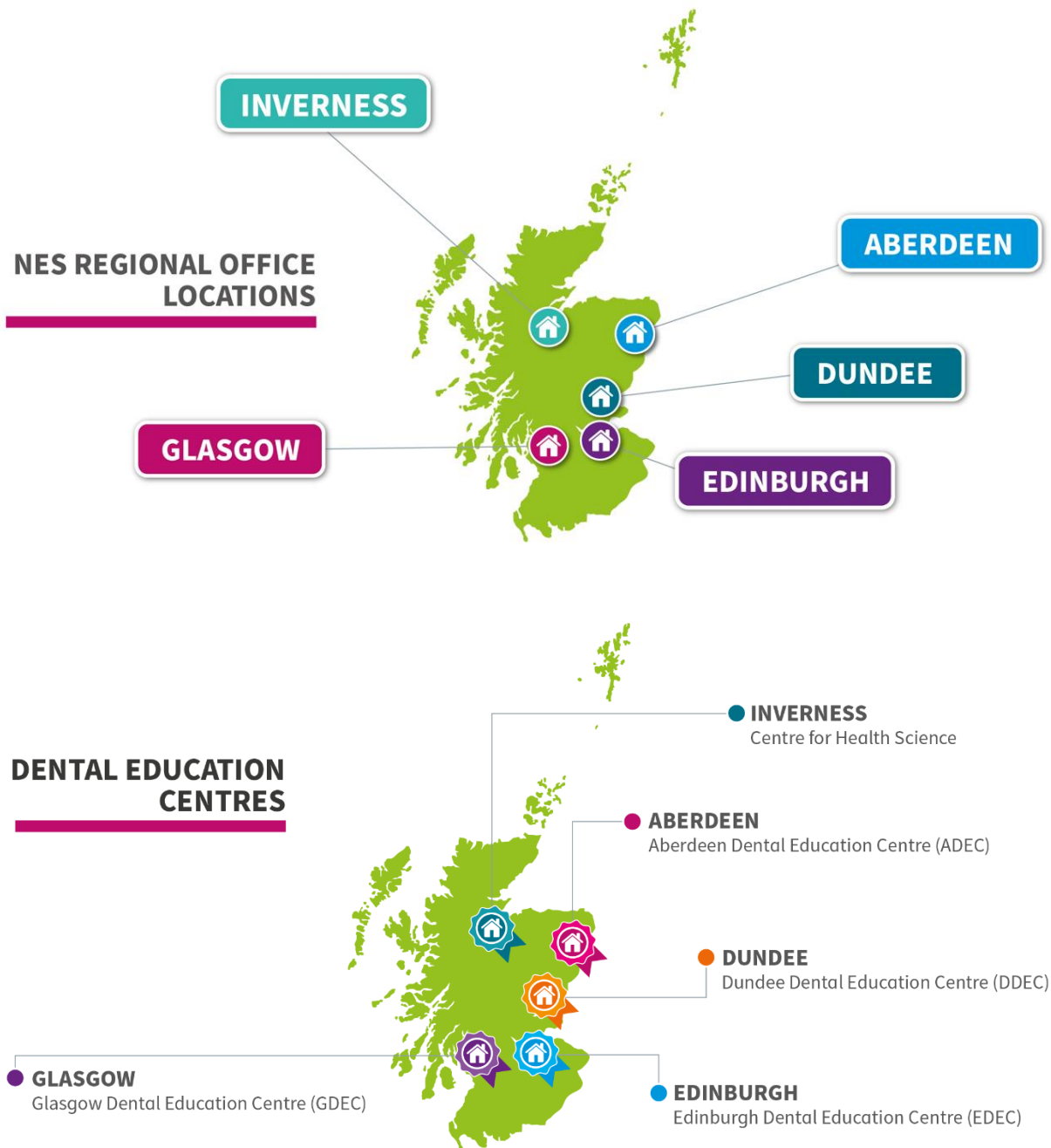
Nursing, Midwifery and Allied Health Professionals

- Commission education programmes
- Support the delivery of education and training in the workplace
- Create and provide educational materials, resources and learning opportunities
- Provide workforce and education data analysis to better understand workforce requirements

NHS Scotland Academy

- Draws on strengths of both NHS Golden Jubilee and NHS Education for Scotland
- Supports NHS Scotland and social care providers to develop additional capacity and new capabilities
- Offers immersion training for rapid upskilling
- Delivers attractive training programmes linked to recruitment and career progression

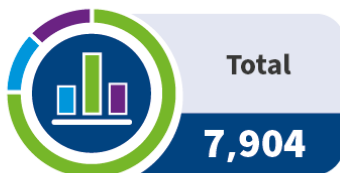
As a national Board, we have a significant presence across the country. Learning and training oversight, and services across Scotland, are provided virtually or through our offices in Inverness, Aberdeen, Dundee, Edinburgh, and Glasgow. We also support two specialist clinical skills centres and a Mobile Skills Unit, which enables training in remote and rural locations.



At any time, we support placements for thousands of undergraduate placements and postgraduate education programmes:

UNDERGRADUATE EDUCATION PLACEMENTS

Support for Undergraduate Education Placements



These placements are funded by Additional Cost of Teaching.

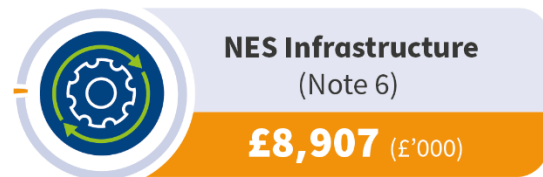
POSTGRADUATE TRAINING PROGRAMMES

Support for Postgraduate Training Programmes



EXPENDITURE
(PER NOTES 3 TO 6)

Summary statement of comprehensive expenditure



NES Board

As a national health board, we have a commitment to effective governance, scrutiny and transparency (A Blueprint for Good Governance).

We report on our annual financial performance, our progress delivering our equality and diversity outcomes over the past four years, and our future equality priorities.

There are 14 places on the NHS Education for Scotland Board of which 10 are non-executive and 4 are executive. All board members are appointed by the Health Minister.

The functions of our Board are:

- Setting the direction, clarifying priorities and defining expectations.
- Holding the executive to account and seeking assurance that the organisation is being effectively managed.
- Managing risks to the quality, delivery and sustainability of services.
- Engaging with stakeholders.
- Influencing the Board's and the organisation's culture.

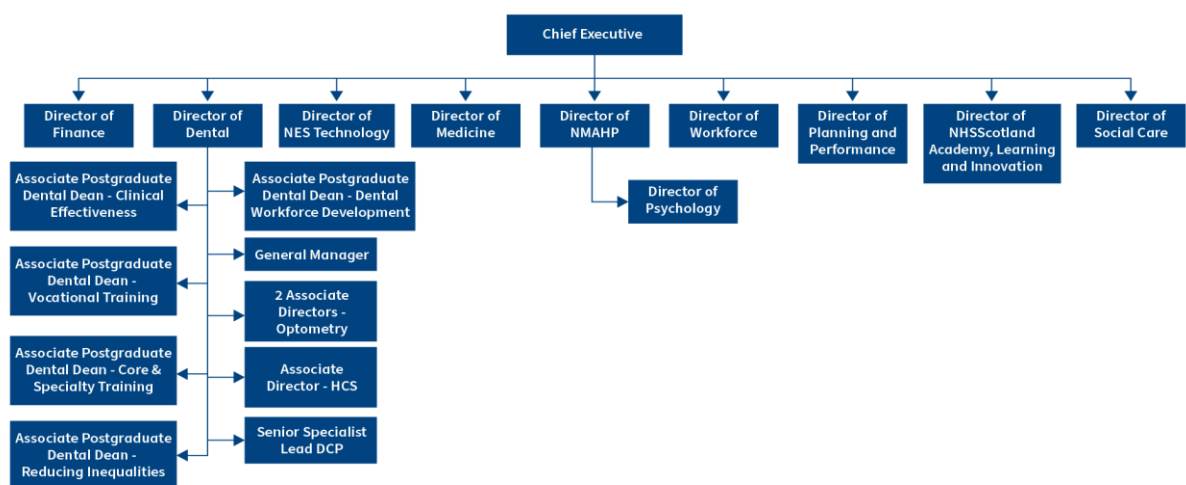
| Non-Executive Directors | Executive Directors |
|--|--|
| David Garbutt, Chair Nigel Henderson Ally Boyle Lynnette Grieve Anne Gunner Logan Shona Cowan Anne Currie Jean Ford Olga Clayton Gillian Mawdsley | Karen Reid - Chief Executive Emma Watson - Executive Medical Director Karen Wilson - Director of NMAHP (Nursing, Midwifery and Allied Health Professions), Deputy CEO Jim Boyle - Director of Finance |

The Dental Directorate

The delivery of postgraduate dental education is a complex challenge and the Dental Directorate works closely with Scottish Government and many partners with diverse interests and who together, contribute to the work of postgraduate education. The Dental Directorate is responsible to the NES Board via the Chief Executive and through the Board to Scottish Government for the commissioning and delivery of postgraduate dental education in Scotland. This training is delivered primarily in NHS Boards including hospitals and General Dental Practices.

Furthermore, as NES directly employs all postgraduate dental trainees, the Dental Directorate has an active management role in delivery of a high-quality employment experience for trainees working in NHS Boards.

The role of the Dental Director is significant in developing robust workforce planning nationally while shaping and contributing to UK wide initiatives so that there is a highly skilled workforce with the right skills, in the right place at the right time. Working UK wide and through regular engagement with senior officials in the Scottish Government, the Dental Director works with key partners to influence national policy, develop high quality education and training initiatives and strategies for international recruitment and retention. The Dental Director will work with regulators and inspection bodies to ensure that issues around education and training are shared at a strategic level to influence the design and delivery of learning.



**Note that the above structure is up to date at time of issue but may be subject to change

The Dental Directorate currently has a staffing complement of circa 203 permanent and fixed term Agenda for Change staff with a total budget of £55,563,161 million.

The Dental Director provides strategic and operational leadership to the senior cohort of Associate Postgraduate Dental Deans. Strategic educational leadership is also provided to a network of Training Programme Directors, Lay Representatives, Educational Supervisors, Clinical Supervisors, Local Training Quality Lead.

In addition to undergraduate placements and postgraduate programmes across health and care professions, NES provides a wide range of educational and training resources and has dedicated training staff in every NHSS Board, supporting training both face to face and online. A major focus is the provision of technology enhanced, flexible, efficient training including use of advanced technologies e.g. virtual reality, simulation etc. This requires upskilling the extensive network of sessional trainers working across the NHS so that they can confidently deliver education and training. It also means ensuring the digital capability of learners.

The Dental Directorate has several roles encompassing the following specific areas:

- Operates all approved Dental Vocational Training, Dental Core Training and Specialty Training, pre and post registration dental nurse training, Orthodontic Therapy training programmes through a robust system of educational governance.
- Recruits to and manages the postgraduate training of dentists in Dental Vocational, Dental Core and Dental Specialty training programmes.
- Supports the education of undergraduate dental students through the distribution and performance management of the Additional Costs of Teaching (ACT funding).
- Manages study leave, clinical academic training, flexible training, careers guidance, trainer development and provides support for dental registrants in difficulty.
- Manages the Scottish Dental Clinical Effectiveness Programme.

The role will be flexible to include responsibilities for providing leadership to non - core dental areas as required.

JOB DESCRIPTION SUMMARY

Job Title: Dental Director

Grade: Consultants'/CRUMP Terms and Conditions

Reporting to: Chief Executive

Job Purpose

The Dental Director is a senior executive role leading nationally on the strategic direction, development and delivery of postgraduate dental education and training to regulatory standards for the dental workforce in NHS Scotland. This role contributes to improved health outcomes and the quality of services across Scotland by reshaping the health and social care workforce through education, workforce development and training, technology enhanced learning and practice, and workforce analysis and planning to support service design and innovation including new approaches, models and locations of care.

The Dental Director will:

1. Work in partnership with the Scottish Government, the NHS, Scottish Funding Council, further and higher Education, Royal Colleges, national professional organisations, BDA, and trade unions, regulatory bodies and a wide range of strategic partners across Scotland, and at UK and international levels to influence and inform dental education, training, and clinical practice and governance.
2. Influence at strategic and policy levels, engaging, enabling and collaborating to ensure NES leads the way in educational design, delivery and quality assurance to deliver a dental workforce that meets the needs of people in Scotland while contributing to broader objectives to improve wellbeing and societal outcomes.
3. At corporate level in NES, lead substantive change programmes to secure best value, efficiency, effectiveness and improved outcomes.
4. Have a substantive role in driving strategic change and direction in the development of and planning for the Dental workforce in Scotland, taking into account redesign of services, innovation and technological advances, shifting locus of care and developments in skill mix and development of new roles and responsibilities.

5. Recognise the opportunities for using data and intelligence for workforce planning, service redesign, transformation and innovation to inform and address population needs and reduce inequalities.
6. Have the credibility, rigour and integrity to operate effectively at the highest level in clinical, policy and strategic environments, demonstrating acumen and acuity.
7. Demonstrate an ambition to secure beneficial change by supporting and developing people from a variety of backgrounds to overcome barriers to entering dental careers, underlining the importance attached to attraction strategy, retention, new career pathways and models and new routes into these. Central to this will be demonstrating a commitment to the wellbeing of those entering and progressing in the dental profession.
8. Be collaborative, outward focused, ambitious for change and adept at working in partnership with Scottish Government, FE and HE and other key stakeholders.
9. Understand the importance of innovative approaches for ensuring equitable access to high quality, sustainable services across urban, remote and rural settings.
10. Have knowledge of emerging practices in artificial intelligence, automation and technology including how they will inform clinical practice and the future of dental education and training.
11. Have credibility in demonstrating the values and behaviors championed by NES and in addressing issues of equality and diversity.

Key Result Areas

Strategic leadership

1. Executive Team fulfilment of duties and responsibilities.
2. Role model NES values.
3. Contribute to the development and delivery of a rolling three-year integrated strategic plan that reflects Scottish Government strategic direction and the National Performance Framework and is aligned to workforce demand across health and social care, informed by close working with the education sector, ensuring achievement following the approval of the NES Board.
4. Provide strategic leadership across NES to ensure the delivery of integrated educational and workforce development solutions for the dental workforce providing corporate leadership for the development of innovative solutions that maximises the potential of the educational resources and technology across NES.
5. Resources are used effectively and ensure value for money.
6. Workforce planning across all dental staff groups so that NHS Scotland and Integration Joint Boards have both the workforce to deliver for the here and now but has a workforce which is agile and flexible to respond to future models of care. This includes working with Scottish Funding Council on student numbers and planning.
7. Participate fully in corporate decision-making processes across NES to contribute to effective compliance, corporate accountability, and assurance to the NES Board.
8. Work constructively and openly with senior colleagues, Scottish Government and representatives from NHS Boards, academia and research bodies, Royal Colleges, BDA, and trade unions, health and social care partnerships and the broader social care sector to identify and develop opportunities for NES to respond proactively and innovatively to support NHS Scotland, integrated health and social care and key partners.
9. As a member of the Executive Team, promote and embody NHS Scotland leadership values and NES Ways of Working, including championing equality, diversity, and inclusion.

Providing clear corporate management and strategic leadership to the Dental Directorate and:

1. Working closely with the Dental Directorate Senior Team, provide strategic and professional leadership, horizon scanning for trends and anticipating those policy issues that will impact upon the strategic direction of the system.
2. Educational resources are targeted to specific needs (e.g., remote and rural, inequalities) and are responsive to more specific demands as need arises.
3. Ensuring the highest standards of education, research, financial and staff governance.
4. Directorate functions are effectively integrated and aligned with national, organisational, and service objectives.
5. All statutory and corporate duties are discharged, with appropriate controls in place.
6. Performance reviews are undertaken regularly and appraisals annually, individuals are held to account for delivery.
7. Key performance indicators and measures are monitored and reported appropriately.
8. To provide strategic leadership for the postgraduate dental education and workforce development agenda at Scottish, UK, European and wider international levels through contribution to world leading postgraduate education conferences, research and innovation.
9. Bringing challenge to executive and board level thinking and effecting change as a consequence.
10. Clearly assess situations ensuring sufficient focus on strategic thinking so that NES has the financial strategies, risk appetite and controls, and systems to enable delivery of NES's strategy.

Strategic Delivery

1. Lead nationally on developing a strategic direction for the education and training of the postgraduate dental and broader workforce in Scotland (fully aligned with national developments) contributing to the delivery of Scottish Government policy and NHS Board workforce plans supporting safe, effective, digitally enabled and patient centred care; to deliver this through innovative and close working relationships with Government, Scottish Funding Council, NHS Boards, Education Providers, research bodies, Dental Faculties of the Royal Colleges, Regulators and national professional and regulatory bodies.
2. Delivery of recruitment and high-quality training for trainees, dentists and associated staff to deliver good quality clinical care and safe and compassionate services.
3. Determining with counterparts in England (NHS England Workforce Training and Education), Wales (Health Education & Improvement Wales) and Northern Ireland (Northern Ireland Medical & Dental Training Agency) the numbers of dental vacancies and their fill rates, initiating, developing, deciding, and implementing strategies, policies and processes to provide the required capacity and quality of the UKs health and care workforce as well as discussing 4 nations approaches to dental education and training. This includes initiating policy discussions with Scottish Government, regulators etc.
4. The Additional Cost of Teaching is managed to ensure NHS Boards provide the educational infrastructure necessary to support undergraduate education and training in dentistry and monitor its use to ensure effectiveness of training placements.
5. Provide strategic professional leadership for the development of high-quality data evaluation and research in collaboration with colleagues in Scottish Funding Council, research, and Higher Education institutions, to provide a strong evidence base for improvements in dental education; ensure that training environments are of high quality and that trainees effectively contribute to the highest standards of patient care.
6. Effective support and training programmes for staff returning to practice,
7. Regulatory standards are met, concerns identified are addressed, improvements are made and learning shared.

Promoting and recognising the importance of people in delivering culture change

1. Enhancement of training experience for all members of the dental teams, including wellbeing.
2. Using relationships with the Dental Faculties of the Royal Colleges, education providers, regulators, educators, and those entities comprising the health and care sector to lead and support change in how health and care professionals behave and work together, shaping culture through integrating the values of the NHS through dental education and critically influencing those entering the sector through multiple routes as well as those continuing their development.
3. Embodiment of the NHS Scotland leadership values and NES Ways of Working.
4. Working in partnership and championing equality, diversity, and inclusion, reducing inequalities for the positive benefit of the wider economy, actively promoting dialogue, engagement, and involvement.
5. Widening access to career pathways across health and social care.
6. Harmonious and productive working relationships with the recognised trade unions, professional bodies, and staff representatives.
7. Education and development programmes which support the reduction in health inequalities and focus on people who have complex needs or who need extra support and protection.
8. Work with SG, FE and HE to develop and deliver new creative and innovative education and training for the workforce.

Communications and Working Relationships

The post requires authentic leadership; an enabling, engaging, and collaborative mindset; expert negotiation skills and the ability to anticipate and innovatively resolve problems.

The role operates at a level of strategic complexity. This requires interpretation and implementation of guidance as it applies to multiple stakeholders to achieve success in the role. The postholder will need to successfully influence those accountable for issuing decision-making guidance to the good of the system overall.

The postholder must also work with Scottish Government and colleagues across the sector to identify and implement new areas in which NES can support the delivery of dental services across health and social care.

The following are key working relationships:

- Deans/Heads of University Dental Schools
- Leads of Dental Therapy Schools
- Scottish Funding Council.
- NHS Scotland Dental Directors.
- UK Committee of Postgraduate Dental Deans and Directors (COPDEND).
- NHS England Workforce Training and Education, Health Education & Improvement Wales, and Northern Ireland Medical & Dental Training Agency.
- Dental Faculties of the Royal Colleges.
- General Dental Council.
- BDA and its relevant Committees.
- With leaders and key stakeholders in the social care sector.
- Voluntary sector.
- Other independent organisations.
- Others with interest in dental education.

Most Challenging Part of the Job

Problem-solving and decision-making extend to a broad and extensive range of senior stakeholders beyond health and social care, notably to education and regulation; and beyond Scotland to UK level. The postholder must think innovatively, exercise mature leadership, and be highly personally resilient in operating within multiple strategic contexts and frameworks. The accountability of the postholder to exercise effective decision-making, having considered all relevant factors, is critical.

The most challenging parts of the role are:

1. Leading the design of dental education, including technology enhanced learning, and workforce development within a complex and financially constrained environment in such a way that professional, regulatory and workforce redesign requirements are met.
2. Influencing and maintaining excellent relations in a time of significant change, including recovery, within postgraduate dental education and ensuring through quality management that education and training within territorial Boards is resourced appropriately.
3. Embedding a culture of excellence in dental training through innovation and development within the Directorate and organisation, to ensure recognition of NES as a leader in these fields.
4. Working with Regulators and Universities across the UK to provide appropriate undergraduate and graduate training places for the dental workforce, including partnership engagement with the Scottish Funding Council in allocating funding for appropriate training places in the various clinical disciplines to meet the complete workforce requirement for Scotland.
5. Managing the complexities of recruitment at both a national and local level including the assurance of equitably filled training programmes in remote and rural settings.
6. Ensuring that equality, diversity, and inclusion is embedded into the education and training system ensuring equitable access to trainees from all backgrounds.
7. Leading the Directorate to drive innovation and to challenge traditional approaches to delivery of education and training.

Person Specification

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 shortlisting, these criteria will be considered when more than one applicant meets the essential criteria.

Means of Assessment – please note that assessment of factors during the recruitment process will be conducted in accordance with Values Based Recruitment for NHS Board Executive Level Appointments: [https://www.sehd.scot.nhs.uk/dl/DL\(2018\)10.pdf](https://www.sehd.scot.nhs.uk/dl/DL(2018)10.pdf). This includes psychometric testing, Assessment Centre, a Stakeholder Exercise, presentation, and values competency-based interview.

| Factor | Essential Criteria | Means of Assessment |
|-----------------------|---|-------------------------------------|
| Qualifications | <ul style="list-style-type: none"> • Dentally qualified with a background in Primary or Secondary care or Dental Public Health. • Full registration with the General Dental Council • Evidence of regular successful participation in appraisal • Relevant Postgraduate dental qualifications, including membership / fellowship of a Royal College. • Further evidence of a commitment to ongoing professional development. | Application & Pre-Employment checks |

| Factor | Essential Criteria | Means of Assessment |
|-------------------|---|---|
| Experience | <ul style="list-style-type: none"> • Significant experience of leadership and strategic management at a senior level. • Extensive experience at a senior level of dental management and dental education in the NHS with developed knowledge of the Scottish system • Demonstrable experience of operating at senior strategic decision-making level within complex systems and with a wide variety of partner bodies. • Demonstrable experience of leading and delivering transformational change. • Experience of dealing with a range of complex issues within a politically sensitive and multi stakeholder environment. • Experience of influencing strategy and policy at national level. • Understanding the complexities of health policy development at national level and how it translates to delivery at national, regional, and local levels • A track-record of bringing challenge to executive and board level thinking and effecting change as a consequence. • An ability to demonstrate clarity of thinking to ensure focus on critical issues. • Applying recognised methodologies in, for example, quality improvement, health service leadership and health services research. | Application, Assessment Centre, and Interview |

| Factor | Essential Criteria | Means of Assessment |
|------------------|--|---|
| Knowledge | <ul style="list-style-type: none"> • Strategic and policy understanding of the ambitions and drivers for health and social care, advocating the strategic importance of education, training, and workforce development in achieving this agenda. • Exceptional ability in strategic thinking, influencing, and collaborating within a national context (Scotland and UK). • Understanding of strategic workforce planning and how to use this to deliver service change. • Strong intellect, commercial acumen, and business management skills. • Confident and skilled decision-maker, able to operate at the highest levels of autonomy with credibility. • Evidence of widening access to careers in healthcare • In-depth knowledge of postgraduate dental education training systems and processes • Understanding dental education in Scotland in the context of UK and international developments | Application, Assessment Centre, and Interview |

| Factor | Essential Criteria | Means of Assessment |
|-------------------|---|---|
| Behaviours | <ul style="list-style-type: none"> • With a growth mindset, role models positive behaviours and attitudes in line with NES values. • Strong advocate of building highly inclusive, diverse, workforces with equality for all. • Exceptional commitment to improving patient experiences and social care, population health and reducing inequalities. • Exceptional commitment to education, training, and workforce development. • Open, visible, and dynamic leadership commanding the confidence and respect necessary to engage an extensive range of senior stakeholders, across health, education, regulation, and government. | Application, Assessment Centre, and Interview |

| Factor | Essential Criteria | Means of Assessment |
|-------------------|--|---|
| Values | <ul style="list-style-type: none"> • Demonstrable record of being an effective change agent for innovation. • Innovative and collaborative problem-solving skills involved in dealing with a broad and extensive range of senior stakeholders with different priorities and agendas. • Expert listening, influencing and negotiation skills with the ability to anticipate and resolve problems inherent in dealing with an extensive range of senior stakeholders. • Highly personally resilient in operating within complex environments with multiple stakeholders. • Builds and sustains effective, inclusive, high performing teams and develops staff. • Advanced communication skills congruent with a high-profile leadership role, with the ability to engage with individuals at all levels in local, regional, and national setting, the public, politicians, and the media. • Have worked with a diverse range of stakeholders both internal and external to achieve successful outcomes. | Application, Assessment Centre, and Interview |
| Experience | <ul style="list-style-type: none"> • Recognised contributions to undergraduate and postgraduate education and training at both regional and national levels is desirable. | Application & Interview |

How to Apply

If you have the right blend of skills and experience for this exciting role, please do get in touch.

Please apply via www.aspenpeople.co.uk/nes

Informal enquiries may be directed to Donogh O'Brien or Katharine Price at Aspen People, 0141 212 7555.

Recruitment Key Dates

| | |
|--|---|
| Closing date for applications | Wednesday 18 th October 2023 |
| Chemistry / longlist interviews | Thursday 2 nd / Friday 3 rd November 2023 |
| Psychometric assessment | w/c 6 th November 2023 |
| Stakeholder presentation & panel interview | Thursday 16 th / Friday 17 th November 2023 |