



Healthcare  
Improvement  
Scotland

# Director of Workforce

## Job Description

## Job description

**Job title:** Director of Workforce

**Location:** Glasgow / Edinburgh

**Immediate line manager:** Chief Executive, Healthcare Improvement Scotland

**Grade:** Executive Grade D

## Job purpose

As a member of the Executive Team, actively contribute to and participate in the governance, strategic development and corporate management of Healthcare Improvement Scotland.

As the strategic lead for all workforce related matters, the Director will develop, drive and manage all aspects of the organisational development and workforce strategies. The post holder will also provide corporate management and governance of the People and Workplace Directorate and provide expert professional leadership and advice to provide leadership at Board level for people management and development matters founded on the principles of Staff Governance.

As a strategic leader in health and social care, the Director of Workforce will work collaboratively across the system, especially with other national NHS boards, to ensure there is an efficient and effective approach to HR management and workforce planning.

## ◆ Dimensions

As a member of the Executive Team, the post-holder provides leadership for the People and Workplace function’s contribution to achieving the organisation’s strategic and operational objectives. The post-holder provides leadership in ensuring a coherent and integrated strategy across all aspects of Healthcare Improvement Scotland’s work.

The People and Workplace Directorate comprises of:

- Human Resources
- Recruitment and Resourcing services
- Organisational Development and Learning
- Facilities Management

The post-holder is accountable to the Chief Executive of Healthcare Improvement Scotland. As a member of the Executive Team, the post-holder works with senior colleagues to deliver the organisation’s goals and objectives.

<b>Organisational budget</b>	approx. <b>£45m</b>
<b>Directorate budget</b>	<b>£1.3m</b>
<b>Authorised signatory</b>	up to <b>20k</b>
<b>Directorate headcount</b>	approx. <b>19.2</b> wte
<b>Total employees</b>	approx. <b>600</b> wte

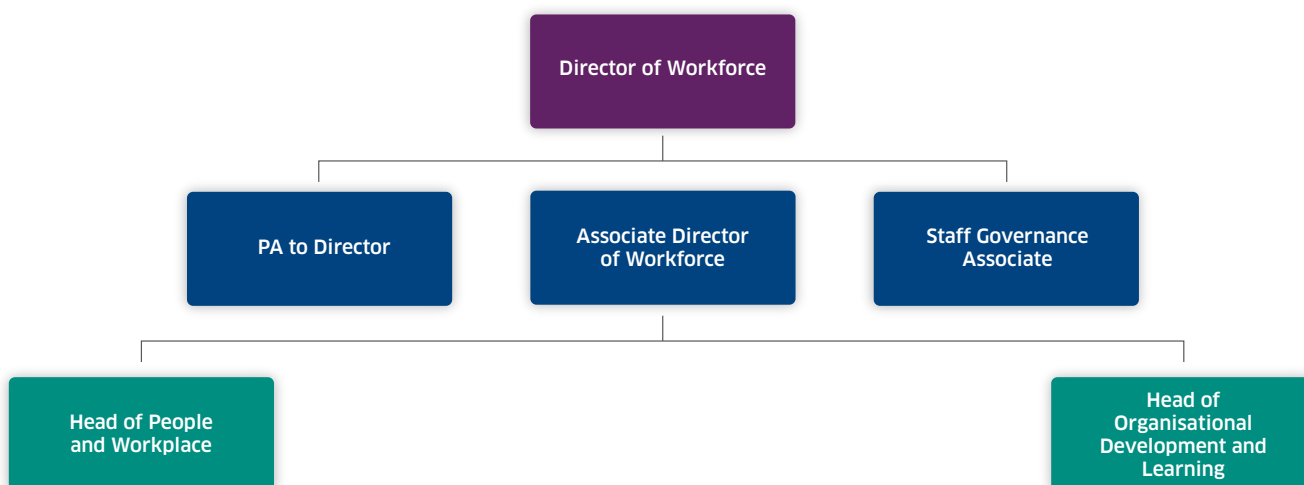
The post-holder is a designated budget holder responsible for contributing to the development and monitoring of the Directorate budget.

The post-holder directly line manages the Associate Director of Workforce.

## Organisational chart



## Team structure



## ◆ Role of the Directorate

The role of Healthcare Improvement Scotland is to secure lasting, positive and sustainable change across the health and care system in Scotland.

The role of the People and Workplace Directorate is to provide comprehensive strategic and operational workforce management, organisational development and learning, health and safety, workforce planning, resourcing and recruitment services and facilities management.

The Directorate operates as a single system service for all Directorates and services in Healthcare Improvement Scotland, delivering all aspects of professional workforce support. This includes providing governance assurance to the Executive Remuneration Committee, Staff Governance Committee, Partnership Forum and the Board of Healthcare Improvement Scotland.

## ◆ Key result areas

- To lead the corporate development and delivery planning in relation to staff governance requirements. As part of this work delegate activity in the organisation to deliver initiatives, plans and processes to ensure consistent delivery across all of the Staff Governance Standards for the organisation.
- Lead the development of effective partnership arrangements with trade unions, staff organisations and staff representatives, ensuring the principles of partnership working are consistently adhered to and ensuring that effective committee structures and processes are maintained for joint communication, consultation and staff involvement in decision which affect them.
- Lead the development, implementation and regular review of a creative resourcing strategy based on workforce planning and a workforce information system, in order to ensure that the required numbers and type of staff are recruited efficiently and effectively across the organisation, based on a consistent set of policies.
- Lead the development and implementation of workforce information systems and workforce planning to ensure that staff in the right numbers, with the right skills are available in the right places and at the right time to deliver the strategic objectives of both organisations.

## Key result areas (continued)

- Ensure the development and delivery of organisational development, leadership and management development strategies that equips Healthcare Improvement Scotland to deliver on our strategy and engage people in planning for and co-creating the future state.
- Lead and quality-assure the delivery of a professional workforce and human resource management function in a dynamic organisation and manage the delivery of a range of complex and diverse corporate and national projects, in line with strategic priorities, corporate governance, new legislation and the Scottish Government's commitments.
- Ensure the effective and proactive provision of occupational health and health and safety services in effective frameworks of policies and procedures. Communicate mechanisms in order to deliver a safe and healthy environment in line with legal requirements and national strategies to improve health and safety in Healthcare Improvement Scotland.
- Build a systematic approach to the review and design of human resource policies and procedures, and ensure mechanisms for their consistent application and in measuring their impact.
- Contribute to the shaping of the national workforce and human resources management priorities in NHS Scotland, and ensure a strong and consistent input to the development of a national NHS board collaboration in the design of target operating models.
- Recruit, develop, and manage staff in the workforce function to create an open, supportive and positive culture which maximises the potential of individuals and ensures efficiency, effectiveness and high standards of contribution to the work of the organisation.
- Provide specialist advice to the Board, its subcommittees and officers on issues with Board, regional or national consequences, or where highly complex or contentious situations arise across all aspects of Directorate services
- Participate in national forums and other working groups as appropriate in order to represent Healthcare Improvement Scotland to promote the Board's perspective and to maintain the post holder's personal development whilst ensuring the sharing and dissemination of information and best practice from the wider system.
- Ensure the provision of a safe, accessible and suitable working environment for all staff based in both Gyle Square and Delta House through the provision of an effective and high quality facilities management service to Healthcare Improvement Scotland.

## ◆ Assignment and review work

The post-holder is directly accountable to the Chief Executive and works under the broad direction in the parameters of Scottish Government priorities.

The post also operates within the Board's Strategic Framework and corporate plans which are significantly shaped and informed by the strategic input of the post-holder as a member of the Board's executive team.

The role is responsible for high-level professional leadership in all human resources management and development in the NHS Board.

The post-holder operates autonomously within the Healthcare Improvement Scotland Strategic Framework and is the highest source of strategic advice and expertise to the Healthcare Improvement Scotland Board for all aspects of the workforce function. The post-holder has to provide leadership and win commitment from resources and bodies across a wide and diverse range of stakeholders. The post-holder also has to direct resources across Healthcare Improvement Scotland and is fully accountable for leading and driving progress on strategy, policy development and implementation.

The post holder is expected to use professional and managerial judgment, negotiate and influence others to achieve expected outcomes, and use their own initiative and act decisively and will determine the most effective way to fulfil their remit within professional and statutory limits and is accountable for decisions taken but can refer to others for specialist advice and support if required.

Individual objectives are agreed with the Chief Executive and reviewed by the Chair of the Healthcare Improvement Scotland Board and the Executive Remuneration Committee. Performance is appraised annually with an interim review at the six month stage of the planning cycle. The Chief Executive and the Healthcare Improvement Scotland Board undertake more frequent informal reviews throughout the year mandating the post-holder to take forward strategic priorities as they emerge or as opportunities arise to take on new areas of responsibility which are out with the scope of delegated authority.

## ◆ Communications and working relationships

The post calls for the highest levels of interpersonal, communication and influencing skills to enable effective engagement with a wide range of interested stakeholders.

The post holder must effectively communicate highly complex issues to groups, and individuals of differing professional, managerial and lay backgrounds.

In addition to the Chief Executive and the post-holder's immediate direct report, the following are key working relationships, with examples of the purposes of these contacts:

### Internal

The main internal contacts of the post are:

The HIS Executive Team, to influence strategy formulation and contribute to executive decision-making.

The Employee Director in ensuring that the principles of partnership working are consistently upheld and that the Staff Governance Standards are rigorously applied.

Members of the Board at Board meetings, to deliver and discuss HR reports on a regular basis.

Board members at all Staff Governance meetings and Executive Remuneration Committee meetings, providing HR reports, recommendations and guidance.

Directors and senior managers as required, to influence them by providing professional advice on organisational change and development, management development and provide directive advice on potential high risk staff management cases where there is limited resource and of the need to take actions which are difficult and may be unpalatable.

Staff representatives on an ongoing basis to facilitate effective communication and to consult them, in order to ensure the proactive application of partnership working principles.

Staff who are involved in the most complex and sensitive issues of grievance, discipline, bullying and harassment, redeployment and dismissal.

### External

The main external contacts of the post are:

- HR Directors in the NHS, senior staff in Scottish Government and colleagues in professional institutes on an occasional basis for mutual sharing of information, liaison and negotiation as required

## Communications and working relationships (continued)

- Senior Trade Union officers and officials in order to support national work as required
- Providers of HR services, for example; consultants, outsourced finance providers, health and safety contractors and agencies on a regular basis to negotiate contracts, review performance or to resolve issues.
- Members of national working groups to represent the interests of Healthcare Improvement Scotland.
- Members of the Central Legal Office to secure professional legal comment on employment policies and on complex staff issues which represent potential risk for the organisation.

## Most challenging part of the job

There is considerable original thought and creativity required in carrying out the role. In a complex organisation with a high-profile national position and a staff group which is highly educated and specialist, the post-holder needs to be able to propose new policy, produce judgements, make recommendations and take decisions which are subject to a high degree of scrutiny and challenge in the organisation, requiring the post-holder to be both intellectually and emotionally robust.

The post-holder also deals with stressful staff and management situations involving grievance, discipline, and capability, mediation and employment tribunals.

In addition, the post-holder is responsible for creatively adapting a range of national initiatives so that they can be made to be compatible with the organisation but still meet Scottish Government objectives. This can be highly challenging when the initiatives are relatively prescriptive in nature.

Persuading and influencing senior management and Directors to accept ownership and delivery of key workforce matters in the face of other service pressures.

Delivering change in a high-profile complex environment where there are often multiple and sometimes competing objectives and at a time of fiscal constraint.

## ◆ Qualifications and/or experience specified for the post by the employing authority

The post requires an experienced HR professional who has clearly demonstrated effectiveness in leading fundamental organisational change. Experience is essential in establishing professional human resource management functions and systems. A strong intellect is required to devise robust new strategies and the pragmatism to put in place mechanisms for their implementation.

The post holder is required to be highly articulate, experienced in presenting clear arguments and explanations, and have a high degree of literacy demonstrated through proficiency in writing strategy, policy and reports.

A degree plus a minimum of corporate membership of the Chartered Institute of Personnel and Development (MCIPD) is essential, with 8 – 10 years' experience in a demanding position including a period at middle to senior management level involving contributing to Board meetings in the NHS and or other national public sector bodies.

The post requires an individual who demonstrates high levels of competency in the NHS Scotland leadership behaviours identified as crucial to achieving success, specifically – leading change, capacity and capability building with partners, and setting future direction combined with high quality personal governance and management.

The post-holder will require very high levels of strategic thinking, influencing, negotiating and partnership working skills combined with a visible and dynamic leadership which is exercised in a national context.

As a key member of the Executive Team, the post-holder will require exemplary interpersonal and team development skills, and the ability to readily role model the organisation's values to a variety of audiences of differing backgrounds – both internal and external to the organisation.

Other requirements are:

- Educated to degree level or equivalent
- Substantial, proven leadership experience and demonstrable success in a senior HR management role within either the health service, social care, government agency, or voluntary sector
- Expert leadership skills
- Highly developed communications skills, presence and ability to rapidly establish personal credibility
- Politically astute, visionary, and tactful/diplomatic
- Effective influencing skills at all levels, combined with resilience and optimism