

Job Description and Person Specification

Job Title	Head of People Strategy – Organisational Development
Directorate	Nursing Directorate
Department/Team	People Strategy
Location	Any NHSI office – including national travel
Grade	2.2 / Band 9
Reports to	National Director for People Strategy
Contractual notes	

Job Summary/ Purpose

NHS Improvement is responsible for overseeing foundation trusts, NHS trusts and independent providers. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

NHS Improvement is the operational name for the organisation that brings together Monitor, NHS Trust Development Authority, Patient Safety, the National Reporting and Learning System, the Advancing Change team and the Intensive Support Teams.

The Head of People Strategy - OD is responsible for:

- The provision of strategic workforce expertise particularly in the topics of OD, teams and team design to support and implement current and future policy developments across NHS Improvement and sector Providers
- The oversight of all NHS Providers (to include FT and Trust sectors) people strategies in these areas and the associated processes to inform NHS Improvements accountability framework and oversight regime
- The assessment of people strategies and curation of best practice , including STP and ACS and devolution economies across the OD agenda and tackling violence against NHS Staff
- The development and delivery of strategic people improvement programmes in conjunction with the National Director for People Strategy

The Head of OD will:

- Lead the development and delivery of the OD Strategy
- Devise and establish governance, systems and processes for the creation, assurance and oversight of People Strategy work programmes internally in NHSI and externally with key stakeholder groups
- Will provide a lead to regional teams on strategic people agenda and priorities and create support packages as appropriate relevant to the designated area of accountability
- Will provide senior leadership, strategic and professional management to the team to ensure delivery of national people strategy
- Will work with relevant ALBs and stakeholders to shape national workforce policy and process
- Provide expert advice and guidance to the regional teams on national workforce policy with a particular focus in OD and tackling violence against NHS staff

Key Responsibilities

Key Working Relationships

- Operate effectively in a flexible and demanding environment and proactively engage with stakeholders.
- Proactively build good working relationships with a wide range of internal and external stakeholders to capture and share highly complex and highly contentious information and advice on a range of business sensitive strategic people & workforce issues.
- Lead as a workforce expert on the OD strategy and managing effective working relationships with the appropriate stakeholders.
- Drive and challenge each key working relationship to innovate and drive reform to achieve agreed objectives.
- Provide and receive highly complex, sensitive and contentious information, including presenting information about projects and dependencies to a wide range of internal and external stakeholders in formal settings.
- Communicate highly sensitive and highly complex data information requiring high level interpretation where there may be significant barriers to understanding and or acceptance.
- Manage potentially aggressive and/or antagonistic situations with staff and stakeholders within change programmes for successful outcomes.
- Deal with complex and conflicting subject matter problems or in day today work load in workshops, meetings, one to one communications and other

events, comprising various parts of the business.

- Nurtures key relationships with senior and high profile individuals and responsible for the maintenance of networks.
- Employ effective communication, negotiation and influencing skills to enable stakeholder relationships to deliver objectives over the duration of the tenure/project with:
 - External organisations to ensure seamless working within the system.
 - Wider NHS stakeholders to ensure collaboration in the strategy with NHS Improvement.
 - Provider executive and non executive board members
 - Internal leaders and staff to gain input to the development of systems, processes and activities.
 - Represent the NHS Improvement in sensitive and political situations, delivering difficult messages where required to high-level audiences.

Operational

- Accountable for developing and delivering strategy, promoting innovation and supporting operational excellence across NHS Improvement in the specific area of OD. Working with highly complex data, facts and situations requiring analysis, interpretations and comparisons on a range of options and making decisions on the most appropriate approach.

Functional Responsibilities

- Lead all people strategy team activities across the designated area of OD including, but not limited to:
 - Manage, monitor and report on benefits realisation management, tracking progress and ensuring that the intended benefits are achieved with outcomes maximised.
 - Oversee the work with the National Director to ensure outcomes are integrated with the overall strategy; ensuring synergy between strategy milestones and objectives.
 - Develop and contribute to appropriate business strategy with appropriate Directors.
 - Ensure governance structures are in place to support delivery of people strategy programmes.
 - Manage and monitor performance management processes.
 - Define and implement business processes that support the OD strategy.
- Work with the Directorate and Human Resources senior staff to ensure the effective management of people and ensure appropriate focus on the culture changes needed to underpin appropriate interventions.

- Manage the impact on business critical processes and key talent.
- Manage the people strategy function controls ensuring monitoring and control activities and performance targets are on track.
- Ensure appropriate stakeholder engagement strategy is in place defining how the strategy will engage with all stakeholder groups and what workforce information flows will be established and maintained.
- Ensure there is a resource management plan which sets out the activities required to implement. (Resources meaning finances, people, assets and technology).
- Manage system risks ensuring they are appropriately identified and controls and/or mitigation is in place, escalating to the system board as appropriate.

Financial and Physical Resources

- Responsible for advising NHS Providers in relation to financial budget setting for national workforce activities and incentives in respect of the designated area of OD
- Internal Budget setting and managing related activity for Workforce Policy and Improvement teams, liaising with Finance colleagues to ensure appropriate costings.
- Responsible for ensuring adherence to the wider Nursing and Op Prod Directorate budget, ongoing monitoring of expenditure against budget and ensuring the appropriate documentation is available for scrutiny.
- Responsible for defining the budget required to scope and implement the long term strategic workforce plan.
- Responsible for providing guidance and management on the procurement of identified products, equipment, services and facilities for assigned Directorate to execute required services – from defining requirements, developing specification, developing bid evaluation methodology, project managing procurement including, achieving stakeholder buy-in, sign off for bid documentation, overseeing bid evaluation, award recommendation and sign off of final deliverables/products as required ensuring they meet the defined levels of quality and value for money. Placing orders and signing invoices, keeping mindful of budget limitations.
- Act in a way that is compliant with Standing Orders and Standing Financial Instructions in the discharge of budget management responsibilities.
- Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year.

Staff Management

- Manage the functions, both at policy and operational levels, building a collaborative working environment and an innovative culture.

- Provide direct performance management and feedback to the Nursing and Op Prod Directorates.
- Motivate and inspire staff to deliver and to role model leadership and innovation.
- Lead teams of third parties (consultants/interims) to ensure plans and deliverables are met in a timely manner, to required standards and within budget. To include procuring and recruiting resources, tracking and signing timesheets when required.
- This may include leading multiple teams at any one time to deliver multiple products.
- Work across the wider organisation to agree prioritisation of blocks of work and related resource allocation to ensure high priority work/dependencies are completed in a timely manner.
- Responsible for the recruitment and development of the staff, including undertaking appraisal and personal development and, where appropriate, progressing performance, managing grievances or disciplinary matters if necessary.
- To forge positive working relationships, in order to support an effective matrix approach to achieve NHS objectives.
- To work in a matrix management style and to foster close working relations with other managers.
- To manage, motivate and develop staff within the workforce function to ensure that they are able to deliver the new responsibilities of the Directorate.

Information Management

- Provide and receive highly complex, highly sensitive and highly contentious information, including presenting highly sensitive information about the workforce function and dependencies involving a wide range of stakeholders in formal settings, able to deal with potentially challenging situations in designated area of responsibilities
- Establish and manage the function's risk management, change control and issue resolution processes.
- Develop and adapt information systems to and present reports summarising status on workforce issues, appraising outcomes, and providing progress reports for senior staff or boards as appropriate in designated area of accountability.
- Responsible for the management of and reporting and analysis of information to relevant internal and external stakeholders, including executive sponsors and non-executive authorities.
- Ensure appropriate project management systems are set up to support the

workforce function controls and reporting.

- Operate within and provide enhancements to current management of information and reporting to enhance decision making processes.

Planning and Organisation

- Lead the planning and design of the strategy to meet the vision and strategic direction for the improvement programme work in OD.
- Manage the activities necessary to ensure delivery of a transformational strategy in the designated area of OD.
- Responsible for the overall planning of the OD strategy and for providing vision and strategic direction to the team.
- Define and manage the governance processes of the people strategy.
- Chair or attend as appropriate, meetings with varied internal and external key stakeholders to facilitate the delivery of the strategic objectives against the designated area of OD.
- Responsible for ensuring the function/strategy is delivered on time, to meet quality standards and in a cost effective manner, adjusting plans and resources as required.
- Support Directors in senior stakeholder engagement and with aligning the workforce function/strategy with strategic objectives and business needs.

Policy and Service Development

- Responsible for the continued review of current policy and future policy developments and recommendations, particularly in the area of OD, to NHS Improvement's board of directors for implementation across NHS Improvement and sector Providers.
- Ensure that all staff within the Directorate are aware of relevant workforce and NHSI policies and procedures and that communication is developed and deployed appropriately.
- Proposes changes to and make recommendations for the function as appropriate.
- Contribute to the review and development of existing project information management systems and contribute to the development of an integrated approach to project management.
- Lead the implementation of the programme of OD to achieve desired benefits.
- The post holder will need to maintain a good knowledge of emerging policies from government departments to assist in the thinking and definition of strategy discussions particularly in the designated areas of accountability.
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- The post holder will need to:

- Research and identify relevant best practice (i.e. where similar systems are in place), in the area of OD, teams and team design and violence against NHS staff, this could be UK wide, globally, public or private sector both within and outside the health economy in order to develop appropriate options to implement policies. Consider how best practice could be applied to the existing health economy, taking into account the impact on existing relationships between entities and their functions across the health economy.
- Develop recommended approach to implement relevant workforce policies (based on best practice research conducted), develop a business case (inc. implementation plan, cost benefit analysis) as required with recommendation of possible options. Testing options with key stakeholders (internally and externally) including impact assessment which outlines any key dependencies for successful implementation.

Research and Development

- Lead on development of research and audit activities to identify and promote best practice and inform strategy on OD, teams and team design and violence against NHS staff
- Coordinate and implement new research and development activities in relation to OD strategy matters.
- Ensure an evidence based approach to policy development and redesign to inform future interventions
- Draw from experience and expertise in other academic fields and industries to ensure Providers benefit from relevant initiatives.
- Highlight, promote and report innovative approaches in the designated area of OD relevant to the Directorate
- Commission and co-ordinate Research and Development strategy in OD to drive innovation.

Role Dimensions
Key Relationships (External)

Key Relationships (Internal)
Numbers and types of staff managed
Budget Managed

Person specification	Essential	Desirable
Qualifications	<p>Educated to masters level in relevant subject or equivalent level of experience of working at a similar level in specialist area</p> <p>Proven and significant leadership experience.</p> <p>Member of relevant professional body</p>	
Experience & Knowledge	<p>Experience and/or understanding of the health economy</p> <p>Significant evidence of continued professional development</p> <p>Demonstrated expertise in a Healthcare environment</p> <p>Significant management experience at senior level in the NHS or other public healthcare related industry</p> <p>Awareness of relevant public and private sector business management best practice.</p> <p>Proven record in transferring processes and</p>	

	<p>roles between locations.</p> <p>Commercial expertise Significant experience and understanding of proven implementation of project management methodologies</p> <p>Experience of successfully operating in and delivering priorities in a partnership environment</p> <p>Experience of leading and delivering complex change and strategy development programmes in a politically sensitive and complex environment at board level</p>	
<p>Skills, Abilities and Attributes</p>	<p>Dynamic personality and the ability to build trusted stakeholder relationships and wide support networks</p> <p>Strong external communications skills in a politically sensitive environment and experience in handling media</p> <p>Ability to prepare and produce concise yet insightful communications for dissemination to senior stakeholders and a broad range of stakeholders as required</p> <p>Extensive experience of delivering complex and highly sensitive presentations to large groups of stakeholders in often pressured and politically sensitive environments</p> <p>Experience of managing relationships across</p>	

	<p>national organisations</p> <p>Ability to demonstrate senior leadership skills</p> <p>Ability to analyse highly complex issues where material is conflicting, highly sensitive and drawn from multiple sources</p> <p>Demonstrate capability to act upon incomplete information, using experience to make inferences and decision making</p> <p>Ability to analyse numerical and written data, assess options and draw appropriate initiatives</p> <p>Leadership, vision, strategic thinking and planning with highly developed political skills</p> <p>Demonstrate capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly</p> <p>Demonstrate delivery of a function or multiple programmes, projects, services on time</p> <p>Experience of managing and prioritising a large budget and team</p> <p>Ability to provide informative reporting on finances and impact to Board Management</p> <p>Demonstrate capabilities to manage own and team workload and make informed decisions in the absence of required</p>	
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	<p>information, working to tight and often changing timescales</p> <p>Ability to make decisions autonomously, when required, on difficult issues</p> <p>Experience in leading a major change initiative with entrepreneurialism in a challenging organisational environment</p> <p>Experience of creating a new team and motivating and inspiring staff to work together to achieve a common objective</p> <p>Appreciation of stakeholder relationships</p> <p>Ability to delegate effectively</p> <p>Ability to work effectively between strategic and operational activities</p> <p>Determination, perseverance and resilience</p> <p>High level critical thinking, proven sound judgement and decision making</p> <p>Able to influence at all levels, highly strategic thinker</p> <p>Able to demonstrate a high level of inter personal skills, display credibility with political acumen</p> <p>Highly motivated and committed to development of self and team</p> <p>Able to empower, coach and support staff</p> <p>Advanced working knowledge and use of</p>	
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Other	<p>Will consider the most effective way to promote equality of opportunity and good working relationships in employment and service delivery and has the ability to take actions which support and promote this agenda</p> <p>Able to work independently, work remotely and travel nationally as required</p>	