



## OUR PURPOSE

To be a collaborative, innovative and inclusive learning organisation that provides high quality education, training, workforce development, workforce data and technology for Scotland's health and social care workforce.



## OUR VISION

Supporting better rights-based quality care and outcomes for every person in Scotland through a skilled, capable and resilient health and social care workforce.

Director of People & Culture  
People & Culture Directorate  
NHS Education for Scotland (NES)  
2025

Location: Flexible Location  
Grade: Executive and Senior Manager E  
Salary: £96,982 to £124,871 per annum  
Job Status: Full Time, 37.5 hours per week  
Duration: Permanent

*NHS Education for Scotland is committed to creating a diverse and inclusive environment for all employees and is proud to be an equal opportunity employer. All qualified applicants will receive consideration for employment regardless of age, disability, gender identity, marital status, race, faith or belief, sexual orientation, socioeconomic background, and whether you're pregnant or on family leave.*

# Candidate Brief

## About the Directorate

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. NES provides education, training, workforce development, data and technology for health and social care in Scotland. The organisation's 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's overall approach is framed around the themes of people, partnership and performance.

NES is adaptable, creative and responsive to the needs of the workforce and the communities they serve. This is underpinned by a firm commitment 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. Accordingly, NES works with learners, educators, partners and stakeholders to improve education and learning, using technology and innovation to create a better future for health and social care. NES's focus is, and will remain, on improving people's health and care outcomes through a competent, confident and skilled workforce while supporting Scottish Government's policies. This will be achieved by being a collaborative, innovative and inclusive learning organisation that provides high quality education, training, workforce development, workforce data and technology for Scotland's health and social care workforce. This means supporting better rights-based quality care and outcomes for every person in Scotland through a skilled, capable and resilient health and social care workforce.

The core purpose of the Director of People and Culture is to lead, direct and inform the strategic direction for NES from a workforce perspective and to be instrumental in assisting the Board to make strategic workforce decisions. This is predicted on the implementation and delivery of the requirements of the NES Workforce Strategy and its role as a Lead Employer of doctors and dentists in training. Accordingly, the Director of People and Culture will understand and utilise the key drivers of improving people performance and will lead and direct the execution of the agreed workforce requirements to deliver the NES Corporate Strategy, Medium Term Plan and Annual Operating Plans. The directorate will also provide a range of services which will enable NES to achieve its strategic objectives, and which increase the success of the organisation by improving the processes and decisions that depend on or impact people. The Director of People and Culture will also provide a range of workforce services externally including to other NHS Scotland Boards and to wider public sector organisations.

The directorate is responsible for leading and driving services which ensure the effectiveness of NES from a people perspective, focused on the delivery of the organisation's strategic objectives. This includes:

- professional HR and workforce services.
- succession and talent management.
- leadership development in its widest context.
- change and learning.
- organisational development; organisation design and structure.
- employee relations.
- partnership working arrangements and the full involvement/engagement of Trade Unions, professional bodies and staff.

- pay and grading, terms and conditions, reward and benefits.
- Redeployment
- wellbeing and occupational health

The directorate is responsible for developing and enabling individual people solutions that meet the needs of the organisation within a compliance and delivery framework across, for example, case management, and recruitment.

Additionally, this underpins improved performance across NES from a people perspective. The Director of People and Culture enables and provides business and people insights and intelligence through effective systems and processes to inform decision making. This includes:

- provision of people information, analytics, trend and forecasting.
- use of reporting techniques, including dashboards which provides real and deep insights into the people information in NES.
- provision and implementation of workforce systems across the whole of the HR function, NES and our Shared Service partners.
- development of end-to-end business processes for the whole HR and ODLL function;
- continuous improvement - taking a systematic approach to analyse practice performance and to put in place mechanisms to improve performance.
- oversight and management of staff and HR risks across NES.
- managing the operational performance of all Service Level Agreements for shared service provision and ensuring the delivery of all service level agreements.

The directorate provides health and wellbeing support for staff across the organisation including:

- taking a proactive and supportive approach to ensuring that workplace practices are safe and that interventions are put in place to address safety issues.
- promoting wellbeing and self-care for staff so that they can make decisions and take actions which enable them to be as well as they can be.
- implementing occupational health arrangements which are aimed at keeping people well at work both physically and mentally.

# About the Role

## Job Description

### 1. Job Purpose

This is a strategic leadership role with the responsibility for defining, shaping, driving and leading on aspects of the Board's Workforce and People Strategy and for enhancing staff experience, wellbeing and culture. The role will provide executive-level leadership, strategic thinking, direction and interventions to the NES Board, Executive Team and the full range of cross-office corporate leadership arrangements and externally, to enable a culture where employees are valued and have a voice; where talent is developed; where leadership is highly visible and inspirational and to influence the shape and the design of services and the workforce to meet business and customers' needs. The Director of People and Culture will also provide a range of workforce services externally including to other NHS Scotland Boards and to wider public sector organisations.

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As a Director, and member of the NHS Education for Scotland (NES) Executive Team, the post holder will participate in the corporate management, decision making, planning and strategy development of NES's corporate objectives ensuring that workforce and organisational development strategies are effectively integrated and aligned within the corporate management process. This includes taking a lead at Staff Governance Committee and Remuneration Committee.

As the Director of People and Culture, make a significant and direct contribution to shaping and delivering a more efficient and effective organisation, including those of customers, thereby enhancing the organisation's capability and performance to deliver excellent services to users/customers and stakeholders. This includes leading and driving improved people performance and compliance across the organisation ensuring value creation and effective resource utilisation are embedded across the NES.

To lead, direct and inform the delivery of strategic people services within NES to support the delivery of the organisation's vision and purpose and delivery of its corporate strategy and annual operating plans. This includes leading and driving the development and implementation of the NES Workforce Strategy and associated workforce plans.

To be instrumental in providing professional and corporate leadership and support so that the Board make strategic workforce decisions, understand its appetite for staff risk and influence the key drivers of improving people performance and key points of decision making.

To lead and direct the execution of the agreed workforce requirements within the organisation. Delivered through a range of services internally and externally via a range of direct provision, shared and lead services arrangements. This includes the provision of executive leadership, strategic thinking, and a full range of workforce/HR services to NES and externally with partners and stakeholders.

To direct and lead the People Directorate (which includes HR and Organisational Development and Lifelong Learning functions) within NES ensuring that it is aligned to the vision and strategic objectives of NES and that it delivers a range of people services to both internal and external customers that are of a high quality and add value to the organisation.

Provide leadership, direction and corporate oversight to health and safety functions and successful delivery of statutory responsibilities within NES, mitigating risk and promoting wellbeing.

Lead and manage the provision of a range of occupational health and wellbeing services for doctors and dentists in training across NHS Scotland as well as the broader NHS workforce.

## **2. Dimensions**

NES is the national health board in Scotland with statutory functions for providing, co-ordinating, developing, funding and advising on education, training and workforce planning for the NHS and in partnership with Scottish Social Services Council for social care staff. It is a national organisation with a significant regional presence in Scotland. NES is a leader in educational design, delivery and quality assurance. Utilising the very best in technology enabled learning, organisational and leadership development, workforce and learning analytics and digital development, across the entire health and social care workforce and in every community in Scotland, NES will help to facilitate staff to be supported, skilled, capable, digitally enabled and motivated to deliver improved outcomes. NES leads national programmes such as the NHS Scotland Academy, with NHS Golden Jubilee, the NHS Youth Academy), the National Centre for Remote and Rural Health and Care, and the Centre for Workforce Supply, including the provision of national workforce statistics NES also leads national level quality improvement development programmes and is leading on the development of the national digital platform and a wide range of digital technology solutions.

The Scottish Government places a heavy reliance on NES for perspective and guidance in relation to formulation of strategic public sector policy in the area of shared & specialist services. NES currently provides a diverse range of unique specialist support services at national level for NHS Scotland. NES is also increasingly working collaboratively to provide a range of shared services to the wider public sector. This has created the opportunity for extending services where there is significant capability and public sector demand.

The Director of People and Culture in NES will be required to provide executive and strategic leadership from a professional workforce perspective to the Chief Executive and senior managers of both NES and the broader sector when appropriate. This includes managing complex relationships, working in partnership to design, develop and deliver strategic level workforce services which will enable and support the significant and challenging ambitions set by the Scottish Government and as set out in the NES Corporate Strategy and Transformation Route Map – and the range of supporting corporate level strategies. The postholder will provide the leadership and direction necessary to support cohesive, corporate delivery for example in areas such as technology, education and learning, and research and innovation. The Director of People and Culture is expected to work closely with partner organisations of NES including the Scottish Government, Local Authorities, Third sector, academic organisations, professional bodies and regulators – and widely across the public sector.

### **Role Dimensions:**

- The Director of People and Culture provides services to around 9,000 employees including the core NES workforce Core NES Staff (headcount) 3,181 and 6,664 Training Grade Posts located throughout NHS Scotland.

- Providing workforce services estimated at £9,187million revenue, and HR staff of 107.3 WTE 114 headcount. These dimensions are likely to increase again in coming years as the role and function of NES continues to evolve and increase in scope and scale.
- The post holder has primary and direct responsibility and accountability for the following services for NES, covering approximately 3,200 staff (comprising medical, nursing, scientific, technical, management and administration staff geographically dispersed across a number of sites throughout Scotland: -
- Executive lead for Staff Governance and Health, Safety and Wellbeing, as well as the provision of professional people and HR services to the NES Board.
- The provision of a range of people services to other NHS Scotland Boards and other wider public sector organisations.
- The post holder is responsible for the strategic direction of the People and Culture Directorate and for providing leadership and direction to approximately 114 staff located in a number of sites across Scotland.
- The post holder manages a total Revenue budget of £9,187m in NES. The postholder works collaboratively with other executive team members to oversee the c.£400m budget spend on doctors and dentists in training ensuring that training programmes support NHS Scotland's workforce requirements as well as NES lead employer responsibilities.
- The post holder has Executive responsibility for Staff Governance and for the Health, Safety and Wellbeing of the 3,200 NES Staff and 6,664 training grade posts.

Core NES Staff (headcount) 3,181

Training Grade Posts 6,664

NES Baseline Funding £690 million

Total Revenue Resource including baseline and non-recurrently £815 million

NES Workforce £9.187 million

Total Workforce headcount 114

### **3. Role of Department**

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## 4. Key Result Areas

To lead, direct and inform the strategic direction for NES from a people and culture perspective with a focus on ensuring that the NES strategy, vision and purpose are achieved.

To be instrumental in assisting the Board to make strategic workforce decisions, understand its appetite for risk and influence the key drivers of improving people performance and key points of decision making.

To lead and direct the development and implementation of the NES workforce strategy ensuring that it is aligned to the NES strategy, vision, purpose, service delivery and finance. Formulating the strategy and securing stakeholder sign off requires a strong appreciation of business need, lead employer arrangements and customer requirements along with the needs of both NES and NHS Scotland. This includes a knowledge of the challenges facing the broader public sector in Scotland, a focus on performance at all levels and strong commercial acumen. To undertake periodic reviews and revisions of the NES Workforce Strategy as necessary and in accordance with the requirements of the Executive Team and NES Board.

Deliver insight led leadership that inspires trust and confidence to the NES Board and its sub-committees, the Chief Executive, Executive Team and across corporate level and functional areas. This will be underpinned by a strategic approach to developing and embedding an organisational culture that promotes effective behaviours and demonstrates a clear commitment to the NHS Scotland values.

As the Executive Lead for Staff Governance, provide effective and strong leadership, which includes challenge, support and advice, and to be responsible for holding the organisation's members to account for its behaviours and espoused values.

The postholder will develop, implement, report on and review all elements of the Board's Staff Governance activities. Working with other Directors, particularly the Employee Director, on the development of Staff Governance Frameworks to ensure that a system of performance management, corporate accountability and effectiveness exist in the management of staff and other resources.

The postholder will lead the design and delivery of ambitious and effective annual Staff Governance plans through effective working relationships with the Employee Director and Trade Union partners. Maintaining a productive and positive employee relations climate across NES through highly effective engagement, involvement and consultation through established governance and engagement structures.

The postholder will ensure the embedding of performance management and statutory/mandatory learning compliance, building staff capability to meet service and workforce plans and delivery of quality services. This will include future pathways for staff to retain and develop the future workforce.

The postholder will work to ensure NES has an appropriate, well-motivated, highly skilled, high performing workforce and build additional functionality and capability within the organisation to enable transformation and change programmes.

The postholder will be required to ensure the provision of specialist HR support and advice, services, systems, policies and processes in relation to the medical workforce; ensuring robust arrangements are in place to support planning (workforce and job planning), appraisal, remediation and revalidation.



The postholder will work closely with the Board Executive Medical Director on NES's lead employer arrangements for doctors in training and will also be required to ensure support to the appointed (Medical) Responsible Officer to ensure professional governance and assurance arrangements are in place for all regulated professions. Similarly, the postholder will work closely with the Director of Dental on NES's lead employer arrangements for dentists in training.

The postholder must ensure that teams reflect best practice, continuing to meet emerging organisational and service needs in a way that adds value in terms of efficiency and effectiveness. The postholder will ensure that NES's policies, procedures, and practices comply with employment legislation, Once for Scotland Workforce policies, Board Standing Financial Instructions; and that such policies are implemented in a fair and equitable manner.

The postholder will maintain a wide and deep knowledge of the human resources practices and have good working knowledge of employment law. You will have provide clear leadership and direction to the directorate and motivate staff to achieve their annual objectives. Ensure the continuous development of staff to create an open, supportive, and positive culture which maximises the potential of individuals and ensures efficiency, effectiveness, and high standards. Demonstrate and exemplify positive behaviours and attitudes, acting as a role model to others.

The postholder will be expected to develop a national profile and be involved in national working groups, influencing at Scottish Government level and contributing to policy and strategy development. They will play a strong leadership role nationally in NHS Scotland and across its regional and shared services arrangements, collaborating with NHS Board colleagues to co-develop workforce strategies which promote and enable sustainable health and social care services, and which support the delivery of NHS reform, lead employer arrangements and the national workforce agenda.

Together with the other members of the Executive Team, the postholder will play a key role in developing an organisational culture that values staff and our community. This will include overseeing the measurement and improvement of employee experience – e.g. through iMatter.

The postholder will facilitate improvements and empowering behaviours to embed a positive organisational culture, which:

- demonstrates a clear commitment to the organisation's values
- is open, fair and compassionate
- promotes equality and diversity
- empowers and exemplifies positives behaviours and attitudes
- is attractive to work in
- fosters innovation and supports development of individuals
- is motivating and promotes sustained high performance and engagement
- is people centred
- supports high quality service delivery

The postholder will develop a sustainable approach to the working environment, working with finance and technology colleagues, to ensure the maximisation of remote friendly working.

The postholder will provide strategic leadership for the design and delivery of organisational development frameworks and interventions, to create an environment to help deliver the NES Corporate Strategy and whole system working.

Provide strong leadership and direction, challenge and support to the senior leadership of NES to ensure that the organisation is appropriately designed to deliver organisational objectives in the short and long term and that structural change is effectively managed. Provide expert advice on operating models that will build agility to business, contextual and organisational challenges and opportunities. Develop, lead and direct the implementation of organisational change activities, along with organisational development support, which ensures that the culture, values and environment of NES support/enhance organisational performance and agility.

Provide inspirational leadership to HR and ODLL teams and provide leadership and direction in the design of high impact workforce solutions and programmes, prioritised and tailored around a deep understanding of the organisation, business and external factors and which support the delivery of the organisation's strategic objectives.

Lead and direct interventions across NES which build organisational capacity and capability by coaching and challenging at the most senior level of the organisation in the management of performance and talent in order to drive a performance-based culture. This includes developing, implementing and monitoring effective approaches to performance management and talent management.

Provide leadership across NES on partnership working with trade unions and staff and promote a range of people management interventions which engender staff commitment and trust, including involving trade unions and staff in decision making; effective employee engagement interventions; keeping trade unions and staff involved and informed; constructive and effective joint working and partnership arrangements.

Ensure a positive occupational health, safety and wellbeing culture across NES. Ensure that statutory health and safety obligations are maintained and managed in compliance with Health and Safety at Work and Infection Prevention and Control regulations. Manage the Occupational Health and Safety Service Level Agreement delivered by NSS ensuring value for money and that the service meets the needs of NES and NHS Scotland. Lead the direct provision of wellbeing and disability support services for doctors and dentists and training to enable them to maximise their training experience and contribute effectively to the workforce.

Lead and drive continuous improvements across all the People and Culture Directorate and workforce services, ensuring that the HR workforce remains fit for purpose and delivers services which add value to the organisation and are of the highest quality; creating robust workforce plans for HR; deliver transformational leadership to HR to ensure that productivity and efficiency targets are met; that key performance indicators are in place and delivered; and that the service is delivered in a manner that ensures minimal environmental impact.

Develop, build and maintain strategic partnerships with a wide range of stakeholders, including the Scottish Government, NHS Scotland Boards, the wider public sector and across other national and regional level organisations and services as necessary. Through strong and effective leadership provide a contribution at a national level to NHS Scotland and the wider public sector.

## **5. Assignment and Review Work**

This post has a high level of autonomy within NES and the postholder has significant freedom to act. It works within Scottish Government policies and priorities for the wider public sector, including health and the NES Board's own corporate strategy to which the postholder contributes.

The Director of People and Culture has a high level of independence of action associated with developing a workforce vision and strategy for NES aligned to the vision of the Scottish Government, the NES Board and other stakeholders.

Review of performance in the post is conducted at various levels – through the Accountability Review process directed by the Chief Executive of NHSScotland, which reviews the organisation's performance. Formal appraisal is undertaken on an annual cycle, but more frequent, ongoing, informal reviews of current developments and progress on major issues will be undertaken on an ongoing basis with the NES Chief Executive.

The post reports to the Chief Executive of NES with a review of performance undertaken on an annual cycle through the agreement of performance objectives and formal performance appraisal by the Chief Executive, reviewed by the Board Chair and the Remuneration Committee ahead of submission to the NPMC.

Work is largely self-generated, assigned and prioritised within the parameters of the role and in response to established national and local priorities including the NES Corporate Strategy, Medium Term Plan and Annual Operating Plans. Work is also generated within NES by the NES Board, its governance committees and the Chief Executive and externally by NHS Scotland strategic priorities and professional and regulatory bodies.

The postholder may be tasked with undertaking specific projects on behalf of NHS Scotland, the Scottish Government and wider public sector. These will be subject to external review and monitoring within the context of appraisal and review outlined above.

## **6. Communications and Working Relationships**

The postholder will communicate with a wide range of senior staff in NES, including the non-executive Board Members; the wider NHS in Scotland and beyond; and with senior officials in Scottish Government; and senior managers of external organisations across public sector bodies in Scotland. Several areas of operation are complex, sensitive and high risk with a wide variety of regulators requiring effective engagement. Excellent communication skills are required in order to influence others and to direct the implementation of change. Strong presentation skills are required, as is the ability to express views and perspectives convincingly, coherently and compellingly using a variety of media.

NES can operate beyond the boundaries of NHS Scotland, including with other UK statutory educational bodies, and UK-level government departments (where necessary) to assist the broader public sector in Scotland.

The postholder must engage and build effective working relationships with a broad range of senior level stakeholders, including Board Chief Executives, Board Chief Operating Officers, local authority and NDPB Chief Executives, Civil Servants, Ministers, the Scottish Parliament, professional representative bodies, senior clinicians and other significant public sector stakeholders.

As the provider of a range of workforce services to other organisations, both within NHS Scotland and the wider public sector, the postholder must have excellent communication skills and also the

skills to understand and develop services which are of benefit to customers and meet their needs. The postholder must also lead and inspire staff in their directorate teams to deliver high quality services to NES and other organisations.

The NES Board, Staff Governance Committee and Remuneration Committee place a heavy reliance on the Director of People and Culture for leadership, assurance and guidance in relation to all workforce matters and in particular for compliance with employment legislation, the NHS Scotland Staff Governance Standard and best employment practice.

The postholder works closely with a wide range of stakeholders across NES, and other organisations which are partners and stakeholders of NES, to lead and support organisational effectiveness and change from a people perspective. This involves coaching and challenging at the most senior level of the organisations in the management of performance and talent in order to drive a performance based culture.

The postholder works in partnership with a range of organisations, including the Scottish Government Health and Social Care Directorates, other NHS Boards and public bodies; the Trade Unions and professional organisations and regulatory authorities.

- **Senior Executives within the Scottish Government Health and Social Care Directorate:** contribute to developing National Policy and for NES located and working in the Scottish Government Health and Social Care Directorate.
- **Workforce Directors across NHS Scotland, Finance Directors & Employee Directors:** to share/disseminate best practice, ensuring that NES is aligned with other NHS Scotland environments; to contribute to top-level workforce strategy development; to share knowledge and information on HR issues through national meetings with other HR Directors and HR staff in Health Boards.
- **HR Directors external to NHS Scotland:** to continually keep abreast of developing and emergent HR best practice that could have an impact on, or contribute to, the effectiveness of the HR Business Support Unit within NES now, or in the future.
- **Trade Unions and Professional Organisations:** with national and local representatives of Trade Unions and Professional Organisations – e.g. for communication and/or consultation on major issues affecting staff, and to develop and maintain effective partnership working and staff governance. To optimise and sustain strong working and employee relationships; to encourage, support and contribute to partnership working; to solicit opinions and ideas on HR strategy development and initiatives which may impact upon employees
- **Professional bodies and other agencies:** to develop and maintain working relationships e.g. Chartered Institute of Personnel Development; Scottish Public Pensions Agency; non-NHS bodies to develop best practice initiatives.
- **National Working and Steering Groups -** To represent NES interests and contribute to National Working Groups E.g. Management Steering Group, Scottish Workforce and Governance Committee, Scottish Terms and Conditions Committee.

Excellent communication skills are required as a major focus of communication is persuading others and negotiating the development and implementation of change. The postholder is expected to have strong presentational skills and to be able to express views/perspectives convincingly and compellingly, verbally and in writing.

## **7. Most Challenging Part of the Job**

Delivering change in a high-profile complex environment where there are often multiple “wicked” challenges and sometimes competing objectives.

To ensure in the rapidly changing environment, that workforce strategies are internally aligned and consistent with strategic and corporate objectives and that they contribute positively to the continuous improvement of health services and social care supported by NES.

Leading cultural change and creating the conditions to empower managers/leaders whilst keeping the organisation ‘safe’.

As part of the Executive Team, driving and inspiring creativity, innovation and thinking differently across the organisation and system to successfully implement reform of our workforce development and education and training arrangements for health and care services at the same time as ensuring that appropriate culture, behaviours and the Staff Governance agenda are delivered and embedded across the organisation, to improve the experience of all staff and be an employer of choice.

Providing strategic thinking, direction and leadership to NES, NES directors and to customers, in order to influence the shape and redesign of services and the workforce to meet customers’ needs and to support the public sector. Understanding the public sector market and policy landscape within which NES operates both currently and, in the future, and influencing senior officials at Scottish Government level and across the public sector so that NES can provide Best Value services for public funds.

Delivering effective services and driving change in a complex environment with many different stakeholders who have different priorities, points of view and perspectives.

Engaging effectively at the right level in a way that makes a real difference and having the courage and confidence to speak up skillfully, challenging others even when confronted with resistance or unfamiliar circumstances.

Having the credibility, determination, resourcefulness, and resilience to deliver the best results for the organisation, and to influence a diverse range of stakeholders in order to gain the necessary commitment and support in pursuit of organisation value.

## **8. Qualifications and/or Experience Specified for the Post**

The job requires an inspirational leader, with the experience, qualifications and technical/professional expertise who has the drive, understanding, vision, with extensive demonstrable professional experience, and political awareness necessary to provide clear and dynamic leadership in the strategic development of all aspects relating to workforce, to champion better work and working lives. Creating roles, opportunities and working environments that help to get the best out of people and delivering successful organisational outcomes.

### **Qualifications**

- Degree level in a relevant discipline and post-graduate qualification or equivalent.
- Fellow/Member of CIPD
- Evidence of continuing professional/personal development, including leadership development.

## **Experience**

- The post requires a seasoned, credible HR leader with considerable experience of operating at Board level in a diverse, complex, and expanding organisation which requires the operation and understanding of matrix management skills.
- The postholder will require the highest levels of authenticity and credibility and communication skills, and an open, supportive and visible leadership style in order to earn the confidence and respect necessary to deliver effectively the agenda on major change; to develop a culture that encourages initiative, individual and team responsibility and open communication that motivates staff.
- Significant management experience in a senior relevant role within an environment of comparable scale and complexity
- Experience of contributing at Board level meetings
- A proven track record of delivery across professional and organisational boundaries, in particular within a partnership environment (internally and externally)
- Experience of managing significant (£ms) budgets in times of financial constraint to deliver Best Value.
- Proven experience of implementing sound workforce and employee relations policies and of leading significant organisational change
- Demonstrable evidence of developing and implementing productivity and efficiency initiatives
- Evidence of CPD and being up to date with specialist developments in the fields of HR, Learning, OD, Management and Leadership development and health and safety with experience of applying these in a complex environment.
- Demonstrable evidence of creating, inspiring and driving cultural improvement and change.
- Track record of working successfully with partners, contributing to shared decision making to problem solve and deliver strategic objectives.
- Demonstrable evidence of success in leading and implementing reform and transformational change and finding innovative solutions for complex problems.
- Demonstrable evidence of understanding and ability to influence and work effectively within the local, regional and national political environment relative to the NHS in Scotland.

## **Personal Qualities**

- High impact individual who is able to establish credibility with key staff members across the organisation and be recognised as having the ability to add value and contribute to the organisational strategy
- Ability to effectively lead change management agendas and encourage people to embrace new ways of working
- Able to demonstrate high levels of integrity and personal values
- Resilience, commitment and the resourcefulness to work effectively under pressure
- Highly developed leadership and motivational skills. Builds and sustains effective teams, values integrated partnership working and is committed to thinking about staff development. Highly skilled communicator with well-honed persuasion, influencing, mediation, facilitation and negotiating skills with ability to engage with individuals at all levels in local, regional and national setting, the public, politicians and the media.
- Highly effective analytical skills/inform decision making. Strong business management skills and intellectual reasoning.
- The postholder will require very high levels of strategic thinking, influencing, negotiating and partnership working skills combined with visible and dynamic leadership which is exercised in a national context.
- As a key member of the Executive Team, the postholder will require exemplary interpersonal and team development skills, and the ability to readily role model the organisation's values and behaviours to a variety of audiences of differing backgrounds – both internal and external to the organisation.

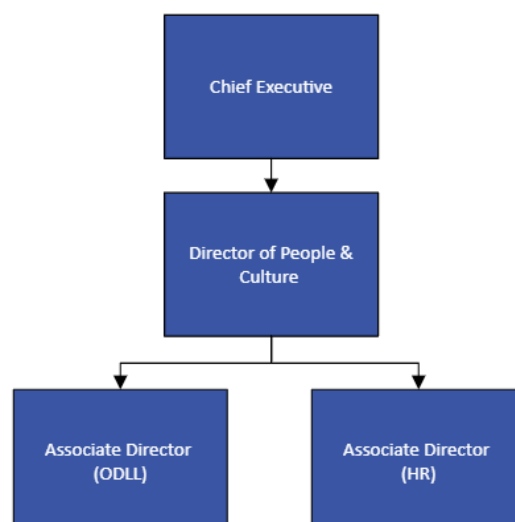
- Well-developed and confident values based visible leadership skills.
- Demonstrate and exemplify the NHS Values and positive behaviours and attitude that enables collaborative working and upholds the principles of Partnership working in the NHS.
- Be a role model for organisational values and behaviours, showing leadership and a behavioural approach which will promote the principles of dignity and respect for all staff, patients and service users.

## Competencies

- **Leadership** - Communicates a compelling vision and provides visible and supportive direction and guidance that empowers, enables, motivates and develops the senior team to achieve the organisation's goals.
- **Strategic Thinking** - the ability to transform strategy into implementation planning and project/change management to deliver significant change programmes.
- **Improving Quality** - Focuses on continually improving outcomes for customers, learners and trainees, partners and other stakeholders.
- **Achieving Results** - Develops and implements SMART service plans and reviews own team and service performance against these.
- **Political Sensitivity** – Fostering and building effective alliances, underpinned by a strong ethos of partnership working with a broad range of stakeholders to enable effective working at a national level, both within SGHSCD and across NHS Boards.
- **Working in Partnership** - Builds effective relationships with staff and Trade Unions while maximizing collaborative opportunities with customers, partners and other stakeholders.
- **Improving Performance through Team-working** - Works effectively as a team member and leads the team with tenacity to deliver shared goals.
- **Caring for Staff** - Creates a healthy, safe and dynamic working environment in which staff well-being is promoted and individuals are supported and motivated in their roles.
- **Communicating Effectively** - Communicates clearly and consistently and ensures that staff, customers, partners and other stakeholders influence service planning and delivery and that they have trust and confidence in the overall people and culture directorate.
- **Promotes a Learning Organisation** - Views learning as integral to service planning and delivery and develops organisational learning plans to maximise staff potential.

## Demonstrates through behaviours and actions an absolute commitment to the NES Values:

- care and compassion.
- dignity and respect.
- openness, honesty and responsibility.
- quality and teamwork.



# Applying for the role

Applicants are invited to submit their CV with a statement in support of their application demonstrating how you meet the competencies for this post. CVs should include details of references and must be submitted to [ndon@aspenpeople.co.uk](mailto:ndon@aspenpeople.co.uk) Acknowledgment of receipt will be provided. Applicants are also asked to return the Equality Questionnaire which forms part of the recruitment pack. Please direct any enquiries to Katharine Price, [kprice@aspenpeople.co.uk](mailto:kprice@aspenpeople.co.uk)/ 07899 791508, or Catriona Mackie, Director, Aspen, [cmackie@aspenpeople.co.uk](mailto:cmackie@aspenpeople.co.uk).

The Job Description and Person Specification is designed to inform potential applicants on the essential and desirable experience and personal attributes which are sought in the appointment of the People & Culture Director.

Assessment against this will feature throughout the recruitment and selection process for the appointment.

From 1st June 2018, NHS Scotland introduced a values based approach to the recruitment of all appointments at Chief Executive, Executive Director, Director and the other next level immediate direct line reports to the Chief Executive. Further information can be found through the following link: <https://leadingtochange.scot/>.

In practice this means that the shortlisted candidates for this role will participate in the following:

Post closes: 30 March 25

Applications considered by appointment panel: Week commencing 31 March 25

Successful candidates will participate in a Psychometric Assessment: Week commencing 31 March – 18 April 25

Stakeholder Engagement Exercise: Week commencing 21 April 25

Candidates will be shortlisted ahead of final panel interviews: Week commencing 5 May

Final Panel Interviews: Week commencing 19 May 25



# Person Specification

## Essential Criteria

These attributes are required for the role. Applicants who do not demonstrate the essential requirements in their application will normally not be considered.

## Desirable Criteria

These attributes would be useful for the role. When shortlisting candidates, these criteria will be considered when more than one applicant meets the essential criteria.

Factor	Essential	Desirable
<b>Education and professional qualifications</b>	<ul style="list-style-type: none"><li>• Degree level in a relevant discipline and post-graduate qualification or equivalent.</li><li>• Fellow/Member of CIPD</li><li>• Evidence of continuing professional/personal development, including leadership development.</li><li>• Evidence of continuing personal and professional development.</li></ul>	<ul style="list-style-type: none"><li>• Additional post graduate qualifications</li></ul>
<b>Experience &amp; Knowledge</b>	<ul style="list-style-type: none"><li>• A HR Leader with considerable experience of operating at Board level in a diverse, complex, and expanding organisation which requires the operation and understanding of matrix management skills.</li><li>• Experience of leadership and delivery within a complex public sector environment or similar, at Board level or below</li><li>• A seasoned, credible HR leader with considerable experience of operating at Board level in a diverse, complex, and expanding organisation which requires the operation and understanding of matrix management skills.</li><li>• Experience of delivering across professional and organisational boundaries, in particular within a partnership environment (internally and externally)</li><li>• Experience of implementing sound workforce and employee relations policies and of leading significant organisational change</li><li>• Demonstrable evidence of developing and implementing productivity and efficiency initiatives</li></ul>	<ul style="list-style-type: none"><li>• Experience of working with Board Level Executive and Non-Executive Directors from a range of backgrounds.</li></ul>

Factor	Essential	Desirable
	<ul style="list-style-type: none"> <li>• Experience in successfully leading and implementing reform and transformational change and finding innovative solutions for complex problems.</li> <li>• Experience of managing significant (£ms) budgets in times of financial constraint to deliver Best Value</li> </ul>	
<b>Specific skills, knowledge, and training</b>	<ul style="list-style-type: none"> <li>• A resilient and inspirational leader with the ability to create a clear sense of purpose and be inclusive with stakeholders.</li> <li>• Strategic thinking, influencing, negotiating and partnership working skills combined with visible and dynamic leadership which is exercised in a national context.</li> <li>• Proven skills in effective people management, team building, communication, engagement and negotiation at individual, team, and systems level</li> <li>• Understanding of the importance of stakeholder relationships across the health and care system.</li> <li>• Excellent and demonstrable influencing skills</li> <li>• Excellent analytical and judgement skills to address highly complex facts and situations</li> <li>• Highly developed written and verbal communication skills.</li> </ul>	
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>• Understands and demonstrates the NES of quality, teamwork, care &amp; compassion, dignity &amp; respect and openness, honesty &amp; responsibility through the application of appropriate behaviours and attitudes</li> <li>• Ability to effectively lead change management agendas and encourage people to embrace new ways of working</li> <li>• Personal integrity and credibility delivering a culture of openness and accountability.</li> <li>• Open, supportive, and visible leadership style</li> <li>• Positive, professional leadership approach, leading by example</li> <li>• Strong persuasive, influencing, negotiation and interpersonal skills</li> <li>• Resilience and stamina in pace of work to deliver in a demanding and high-profile role</li> <li>• Commitment to collaborative working</li> </ul>	

# NES Leadership Behaviours\*\*

The five NES Leadership Behaviours describe how we work at NES, and how we want colleagues to behave, whatever their role:

## Inspiring

- Passionate about our purpose and about excellence
- Communicating with enthusiasm
- Innovative and learning from success as well as setbacks

## Empowering

- Giving our colleagues space and authority to deliver outcomes
- Investing in learning and development
- Being approachable and open to constructive challenge

## Adaptive

- Responding flexibly to changing requirements and helping others to do the same
- Recognising that required expertise may not always sit at the top of the hierarchy
- Actively encourage innovative ideas/input from all levels

## Collaborative

- Committed to working together and across professional, clinical, and organisational boundaries internally and externally to achieve our objectives
- Sharing knowledge and skill for the benefit of the organisation as a whole
- Seeking feedback from colleagues to ensure quality

## Engaged and Engaging

- Committed to our values, agreed ways of working and our strategic and operational direction
- Visible to our stakeholders and to our teams
- Straightforward and honest in our communications