



JOB DESCRIPTION

Job Title: Director of Workforce and Organisational Development

Division: Corporate

Base: Swansea Bay UHB Headquarters

Reporting Arrangements:

Professionally and managerially accountable to: Chief Executive

- ❖ Executive and Board responsibility for workforce development management and leadership, organisational development, professional leadership and practice in relation to the Board's responsibilities as an employer.
- ❖ Director of Human Resources, NHS Wales for professional Human Resources (HR) and Organisational Development (OD) practice, for the delivery of Welsh Government Workforce and OD policy and for HR delivery and performance requirements.

Job Purpose

As one of the Executive Directors of the Board, the Director of Workforce & OD will share collective responsibility with all other Directors for all aspects of the University Health Board's (UHB) performance, strategic direction, leadership, corporate policy making and the development and delivery of Board objectives as set out in the Board's strategic and operational plans.

The post holder will advise the Board on a range of strategic HR and OD strategies in order to drive transformational change in line with the UHB's Values & Behaviours Framework.

The post holder will lead the Workforce & OD function, ensuring that it serves the needs of clinical and non-clinical departments across the organisation and works in partnership with staff and staff representatives.

Duties & Responsibilities – Applicable to all Executives

- ✦ Contributing actively in the debates and discussions of the UHB including the provision of appropriate and timely information.
- ✦ Working collegiately with other Directors to model behaviour consistent with the Values and Behaviours Framework and ensure alignment of priorities and delivery of key performance objectives.
- ✦ Use specialist knowledge and experience of own function and healthcare management to assist colleagues and the Board to lead and consider strategic decisions and direction for transformational change.
- ✦ Leading on cost cutting priorities such as Recovery & Sustainability workstreams.
- ✦ Participating in the Executive on-call rota. (Gold Maximum 1 in 8)

Key Responsibilities

Particular key responsibilities will be to:

Strategy & Policy

- ✦ To lead and drive work with the Chief Executive, Executive Directors and other relevant colleagues to ensure development and successful delivery of workforce and organisational development strategies and policies to meet the Board's objectives and to ensure the continuing transformation of the UHB and its services.
- ✦ Gain commitment across the whole health system to the development and implementation of workforce strategies that support modern, integrated clinical services. These will need to be developed in partnership with trade unions, partner organisations and patient stakeholder groups in order to break down traditional organisational, functional and professional barriers.
- ✦ Ensure that systems are in place to deliver employment practice that is dynamic and meets legal and statutory requirements.

- ❖ Develop a strategic framework which ensures that the organisation complies with Employment Law, Equality Legislation, Welsh Language legislation, and best practice.

Organisational Development

- ❖ Lead the development and delivery of an Organisational Development Strategy to ensure that effective organisational arrangements and capacity are in place. Appropriate systems, processes, structures and roles being developed to ensure continuous development of the organisation and delivery of Board's objectives. Specific recognition must be given to the impact of changing healthcare and information technologies.
- ❖ Working with executive colleagues and senior leaders, develop leadership capacity and capability at every level within the organisation to support enhanced performance and deliver an engaged, motivated, flexible workforce.
- ❖ Drive the creation of an open, diverse and inclusive organisational culture and workforce that reflect the values and diversity of the local community that the Health Board serves, in particular working with the Director of Nursing and Patient Experience to provide a cohesive approach to diversity and inclusion.
- ❖ Ensure that systems are in place to protect and support the health and well-being of all employees and promote sustainable health improvement.
- ❖ Working with the Director of Communications and Engagement, utilise national and local mechanisms for gauging staff opinion and organisational climate to improve the quality of working life so all staff feel valued, supported, involved and engaged, in turn ensuring a corresponding improvement in the quality of patient care.
- ❖ Foster a culture within the organisation which enables staff to maximise their contribution to service objectives through appropriate personal and professional development.
- ❖ Create and manage a strong, effective team of senior HR and OD managers, practitioners and specialist staff by inspiring with vision and providing motivational leadership and a clear direction.
- ❖ As a component of the OD Strategy, lead the development of change management and leadership capacity. To challenge practices and culture within the UHB in order to meet ambitious plans, changing healthcare and

information technologies and requirements of WG strategies such as prosperity for all.

- ❖ Develop leadership strategies that support clinical leadership and engagement in decision making and enable a drive for continuous service change and improvement.
- ❖ Contribute to the development of a learning organisation through appropriate OD interventions that encourage personal and organisation growth, reflection, innovation and team building to meet the needs of strategic and operational plans.
- ❖ Implement effective succession planning arrangements within the UHB.

Education, Training and Continuous Professional Development

- ❖ Has overall responsibility and accountability for education and training across the whole organisation to ensure appropriately trained and qualified staff are available to provide high quality services across the Health Board.
- ❖ Lead on the development of an education and training strategy for all staff groups, with professional advice from the relevant Executive Directors.
- ❖ Responsible for the delivery of the agreed education and training provision across the organisation.
- ❖ Responsible for the management and development of the Health Board library service to provide an excellent learning environment.

Workforce Planning & Performance

- ❖ Lead the development of workforce planning in line with strategic and operational plans and to deliver the Recovery and Sustainability Programme. Ensure that the workforce is fit for purpose and employed in suitable numbers, with the necessary skills to deliver patient care and organisational effectiveness.
- ❖ Facilitate the agile deployment of staff in line with Health Board plans.

Workforce & OD Function

- ❖ Provide professional leadership, vision and direction for the Workforce & OD Function and provide high quality, innovative and consistent operational services to meet the needs of clinical and non-clinical

departments across the UHB including the management of the bank staff register and library facilities.

- ✦ Provide confidential, professional advice and support to the Remuneration Committee and other Board Committees.
- ✦ Support the Chief Executive to develop the Executive Leadership Team.

Improving Population Health and Patient Services

- ✦ Engage effectively with clinical leaders and others to ensure that the UHB's employed workforce and contractor professionals work in an environment that enables them to provide safe, high quality, acceptable care for patients/service users, within the resources available.
- ✦ Initiate and facilitate effective partnerships with other local employers, to influence the workforce agendas, to contribute to development of joint working and integrated delivery of local NHS and community strategies.
- ✦ Lead the development of a local workforce that enables a change in emphasis from in-hospital care to effective prevention, early intervention and long-term community and Primary care based support.

Performance

- ✦ Manage the Service Level Agreement with South Wales Shared Services Recruitment and Payroll functions to ensure their service delivery meets the UHB's requirements and value for money.
- ✦ Lead and develop a vision, strategy and effective operational plan for growing capability and delivering real improvement in people and organisational performance.
- ✦ Ensure workforce performance targets are set and achieved and that workforce change, redesign and efficiency contributes to the UHB's achievement of its financial targets.
- ✦ Develop a culture of cost consciousness and efficiency to enable delivery of financial targets as part of the Recovery and Sustainability Programme.
- ✦ Manage a specific Workforce and OD budget, ensuring efficient and creative use of funds and continuous improvements in efficiency.
- ✦ Ensure that employee performance management systems are implemented with annual objectives agreed with all staff, in accordance with the UHB objectives, and performance targets

- ❖ Ensure the delivery of a Well-being and Occupational Health Service that maintains a healthy workforce and minimises staff absences and occupational health risks.
- ❖ Ensure all aspects of the transactional workforce function including recruitment and ongoing employment of all groups of staff are delivered in a timely, efficient and effective way to meet organisational need and legislative requirements.
- ❖ Develop and maintain flexibility in staffing capacity through the staff bank.

Strategic Development and Partnership Working

- ❖ Develop and nurture an effective employee relations climate that supports necessary change and development of services whilst promoting the UHB as an exemplar employer.
- ❖ Develop and maintain strong staff relations, by working collaboratively with the 'Trade Union' Board member.
- ❖ Establish effective recognition and partnership arrangements with trade unions locally and nationally, to ensure that through effective communication and consultation the interests of staff are understood and appropriately reflected in the management process of the UHB.
- ❖ Develop a culture of staff involvement and engagement that is open and transparent and develop and implement an internal communication strategy that is sensitive and responsive and secures the support of staff and contractor professions within the UHB.
- ❖ Use staff surveys and engagement scores to direct and develop improvements in staff engagement.
- ❖ Engage and collaborate with other organisations, including local authorities and other local voluntary, statutory and private sectors, to develop strategic workforce development plans that contribute to the improvement of the health of local communities.
- ❖ Engage with education providers, to ensure education and training provision is influenced by the staff development needs of the UHB.
- ❖ Work with the Medical Director and other Executives to maintain and develop links with Higher Education Institutions.
- ❖ Oversee processes for the delivery of undergraduate education in conjunction with Undergraduate Organisers and HEI's.

Governance

- ✦ Ensure high standards of staff governance are established and implemented.
- ✦ Develop effective organisational arrangements and capacity that enables the UHB to meet its strategic aims within a framework of strong, effective governance.

Ambassador for the UHB

- ✦ To contribute to NHS Wales HR and OD Strategy development and delivery and to actively engage in work at a national level.
- ✦ As one of the cadre of senior leaders within Wales, to contribute to the wider health and organisational agenda of NHS Wales and Welsh Government.
- ✦ The Director of Workforce and OD will act as an ambassador of the UHB and NHS Wales.

Other Responsibilities

The post holder may be required to undertake other relevant duties, including the operational lead for specific services and localities, as required by the Chief Executive.

Performance Appraisal

Performance will be appraised and objectives agreed on an annual basis with the UHB Chief Executive.

PERSON SPECIFICATION

	Essential Criteria	Desirable Criteria
Qualifications	<ul style="list-style-type: none"> Chartered Fellow (Chartered FCIPD) or equivalent experience Educated to Master's Degree level or equivalent post graduate qualification or equivalent senior level experience. Evidence of Continual Professional Development. Evidence of recent Management and Leadership Development. 	<ul style="list-style-type: none"> Service Improvement Qualification Coaching Qualification
Experience	<ul style="list-style-type: none"> Experience at least at Deputy level in a similar size organisation. Proven experience of working and contributing at Board level. Significant leadership management and professional experience. Evidence of working across a range of organisations to achieve significant change. Experience of strategic planning and development. 	<ul style="list-style-type: none"> Previous experience of working within NHS at a senior level Previous Operational Management Experience

	<ul style="list-style-type: none"> ✦ Theoretical knowledge of OD techniques, practice and tools. ✦ Evidence of actively participating in service improvement and efficiency. ✦ Experience of building personal and professional credibility with Board, management and clinical teams and staff. ✦ Understanding of the challenges facing the workforce in the 21st Century. ✦ Understanding of the political agenda for Health and Social Care. 	
Skills	<ul style="list-style-type: none"> ✦ Excellent communication skills and ability to work effectively and co-operatively with colleagues and other partners. ✦ Confident and supportive team manager. ✦ Excellent leadership and influencing skills. ✦ Capacity to think strategically and analyse and solve complex problems. ✦ Inspirational leader who demonstrates the ability to lead and manage change. ✦ Facilitation skills and ability to manage conflict effectively. 	<ul style="list-style-type: none"> ✦ Welsh Language

	<ul style="list-style-type: none"> ✦ Committed to the continuous development of staff and self. ✦ Commitment to developing culture of openness and partnership. ✦ Evidence of self-awareness. ✦ Creative thinker 	
Knowledge	<ul style="list-style-type: none"> ✦ Understanding of NHS drivers and implications for the UHB ✦ Sound knowledge and experience of the NHS ✦ Understanding of the national regional and local healthcare landscape ✦ Sound knowledge of employment law and its application in the NHS 	
Additional	<ul style="list-style-type: none"> ✦ Able to travel between University Health Board sites 	