

Job Description

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| Job Title : | Programme Manager: Operations Manager (Shared Services Function) |
| Salary : | Band 8b |
| Hours : | 37.5 hours |
| Location : | Initially : Northern Deanery Office, Newcastle upon Tyne From December 2009 : North East Strategic Health Authority, Newburn Riverside (with travel across the SHA and nationally) |
| Reports to : | The Operations Manager (Shared Services Function) will be accountable, in the first instance, to the Postgraduate Dean. The accountability arrangements for the Operations Manager will alter as the commissioner/provider separation in postgraduate medical and dental education is fully implemented. |
| Responsible for: | Line management of Assistant Business Managers and Shared Services function staff. |

JOB PURPOSE:

All SHA Programme Managers are generic posts and are allocated portfolios of projects, some which are time limited.

The job purpose for this post is:

- To work with the Postgraduate Dean to lead and facilitate the deanery transition towards the implementation of the commissioner/provider separation in postgraduate medical and dental education by March 2012.
- To develop, implement and manage the provider 'shared services' function to ensure excellence in education and training quality and equity and consistency of policy and standards for all trainees and trainers in the North East. The shared services function will also ensure that expertise is utilised to maximum effect and that economies of scale are achieved and duplication avoided.

In pursuing these duties the post holder will ensure compliance with the NHS Constitution.

KEY AREAS OF RESPONSIBILITY:

Initially accountable to the Postgraduate Dean until the commissioner/provider separation is fully implemented.

- (i) **During the deanery transition towards and implementation of the full commissioner/provider separation in postgraduate medical and dental education (by March 2012):**

Work with Dean Directors, Assistant Business Managers and Heads of Schools to:

- Ensure continuity of business during the deanery transition towards and implementation of the commissioner/ provider separation.

- Effectively manage the organisational change in the commissioner/provider separation project across all deanery functions, ensuring models, systems and processes are workable, effective and future proof.
- Assess directorates' and schools' capability and capacity to perform an extended provider role within the new model.
- Provide appropriate development opportunities and programmes for schools and directorates to meet any identified skills or knowledge gaps so that they are 'fit for purpose' to undertake the extended provider role.
- Produce independent 'state of readiness' checks for each school and directorate and initiate a pilot phase to help schools assume the extended provider role.

Work with the SHA commissioning team to develop and agree a shadow contract between the Postgraduate Dean/deanery and provider schools and directorates (to be in place from April 2010).

Line manages the Assistant Business Managers.

Develop, implement and manage the 'shared services' function to support the provider schools and directorates.

(ii) Following the transition period (beyond March 2012)

To manage the 'shared services' function which will have responsibility for the deanery provider activities which it is practical, efficient and effective to bring together into a central point.

To ensure that agreed 'shared services' function policies and standards are managed and applied consistently across all schools and directorates to ensure excellence in education and training quality and equity and consistency for all trainees and trainers in the north east.

To ensure that expertise is utilised to maximum effect and that economies of scale are achieved and duplication avoided.

The following activities are likely to be included in the 'shared services function' although the successful candidate can expect this to change.

- Policy and standard setting and monitoring
- Management of trainers and trainees with differing needs
- Standards for assessment
- Quality management
- Generic faculty development
- Coordination of workforce planning and intelligence
- Careers advice
- Policy development for study leave/flexible training etc.
- Information management
- Financial management
- Complaints management
- HR functions for trainees – recruitment, employment and occupational health (led by the Lead Employer Trust)

Key Relationships

- Local Clinicians & Senior Managers
- Local NHS Chief Executives & Executive Directors
- SHA Executive Directors & Senior Managers
- Department of Health Colleagues & Senior Civil Servants
- Local Directors of Social Services
- PCT PEC Chairs
- Local MPs, Local Authority Members, OSC Committees & Their Members
- Voluntary & Private Sector Leaders
- Patients, Carers & The Public
- The Media
- Commercial Suppliers

Organisational Culture

As a member of the SHA the post holder will:

- 'Own' individual responsibilities and share team objectives
- Contribute to continuous improvement and innovation
- Contribute to creating a work environment that is marked by pride, enthusiasm and collaboration
- Manage and/or contribute to financial performance and target delivery
- Lead by example and inspire others
- Communicate clearly, concisely and effectively
- Actively give and receive feedback in a constructive manner
- Be flexible, adaptable to change and work with integrity
- Continuously work towards the achievement of the vision and aims of NHS North East

The vision of NHS North East will feature clearly and consistently throughout the actions and corporate identity of the Strategic Health Authority. As an employee of the authority, you will be responsible for ensuring that the vision is incorporated into:

- The induction programme for all new appointees
- Staff development and appraisal scheme
- Templates for policies and procedures, content of meeting papers
- Terms of reference for all meetings
- Job adverts and recruitment/application packs
- Job descriptions and person specifications

Generic Duties, Responsibilities & Core Functions of Programme Managers

a) Leadership

- To ensure the implementation and achievement of the full range of national and local policies and targets across all NHS organisations in the SHA patch.
- To work with lead officers (local NHS CEOs and Executive Directors) to agree improvement priorities and project deliverables and resource implications using outcomes to formulate strategies to improve services and build long term capacity to enable the NHS and its partners to deliver the NHS North East vision - this may include working with partners outside the NHS, particularly in Local Authorities.
- To make judgements and effective links and assessment of impacts and co-dependencies of current and emergent local and national policy, strategy and legislation for project/portfolio areas.
- To manage delegated resources and budgets pertinent to project areas including effective day to day management of project support staff (including work allocation, reviewing work performance and progress, ensuring appropriate training is delivered to staff and acting as and appointment panel member).

- To ensure the development of proactive and effective communications and involvement mechanisms for patients, carers, the public and staff.
- To provide challenge to project groups, developing radical and robust solutions and acting as a catalyst for change, ensuring that solutions and outcomes are based upon recognised best practice and innovation.
- Offer specialist expertise to other work streams within the SHA where necessary to support cooperative working.
- To act as a bridge between local NHS organisations and the Department of Health. This will involve both interpreting national policy for local organisations and influencing the formation of emerging DH policies.

b) Operational / service management

- To provide backfill for local NHS operational and service managers seconded into the Strategic Health Authority to support specific programmes and fulfil required portfolio roles.

c) Service improvement & Reform expertise

- To provide leadership and expert advice on interpretation of national policy within the context of the SHA vision and how it should be implemented to align with the vision and the organisation's strategic aims and principles – recognising that service improvement and transformation of culture are part of everybody's day to day business.
- To manage service improvement initiatives within relevant management portfolio to contribute to the delivery of the SHA wide vision and reform strategy.
- To develop and support an evidence based culture across the NHS North East community and ensure with constituent organisations that effective systems are in place in order to inform decisions to improve service delivery.
- To act as a champion for the NHS North East vision and reform strategy.
- Improvement and development roles will require the post holder to manage delegated budgets or to commit financial expenditure to projects / service development initiatives from budgets they do not formally hold (i.e. to hold programmes of events, commission external consultancy, hire temporary project staff etc.)

d) Other

- To represent the SHA and its interests at local and national events.
- To show independence of thought and capacity to absorb and communicate complex issues.
- To act independently, decisively and effectively within portfolio areas.
- To effectively and appropriately deal with criticism and challenging people and situations.
- To constructively and creatively challenge current thinking in order to develop new and better policy & operational working practices.
- To keep updated as to current local/national policy and strategy.
- To keep updated as to improvement thinking, tools and techniques.

Effort and Environment

- Frequent travel across the SHA area and nationally.
- Regular VDU use for;
 - Report writing, briefings and updates.
 - Communication via e-mail with colleagues across the NHS, Department of Health, Local Authorities and other partner agencies.
 - Occasional creation of documents and spreadsheets for use by others (e.g. service improvement data collections).

- Requirement to handle files, reference information and laptop computers on a regular basis (e.g. carrying of laptop computer and/or projection equipment to set up meetings for presentation purposes or when working from non-HQ venues) – typical weights approx 3kg to be handled several times per day.
- Frequent requirement to prepare and deliver presentations on complex matters on a regular basis, to a wide and varied audience.
- Frequent requirement to impart unwelcome news where project/performance targets are off track.
- Frequent periods of concentration when analysing information, scrutinising plans, writing reports and formulating.
- Ability to switch tasks as a result of managing multiple projects or as a result of interruptions and /or arising situations requiring urgent attention – expect to handle competing priorities on most days.

Person Specification

| | Essential | Desirable |
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| Education and Qualifications | <ul style="list-style-type: none"> • Educated to at least degree level plus further training or significant experience in a senior management position. • Evidence of recent and ongoing c.p.d / learning. | <ul style="list-style-type: none"> • Project management/OD qualification. |
| Knowledge | <ul style="list-style-type: none"> • In depth, expert understanding of organisational development and managing organisational change within dynamic, multi professional environment. • In depth, expert understanding of service improvement tools and techniques. • Understanding of project management • Awareness of the NHS strategy and policy agendas including local NHS structure, strategy, vision and policy, and political implications. • Awareness of clinical practice. | <ul style="list-style-type: none"> • Understanding of NHS North East <i>People</i> and the commissioner/provider separation in pgmde. • Understanding of research techniques. • Understanding of evaluation tools and techniques. • Understanding of clinical training. |
| Experience | <ul style="list-style-type: none"> • Significant experience and proven track record of facilitating and managing change within and across departments or organisations. • Proven track record and significant experience of successful working with senior managers (or clinical staff) and leaders. • Significant experience in the management of education and training and/or staff development including operational delivery. • Experience of managing projects to successful outcomes within time and budget parameters. • Proven track record and significant experience of successful working with customers and/or service users and carers. • Track record of achievement in organisational development and delivery of improved services. | <ul style="list-style-type: none"> • The successful candidate is likely to have significant experience in a number of senior managerial or service development roles. • Track record of national networking. • Operational management experience. • Significant experience in a number of health care settings. • Experience of successful working with clinical staff. • Experience in NHS service or education and training. |
| Skills, Abilities and Qualities | <ul style="list-style-type: none"> • Demonstrates leadership qualities, skills and behaviours. • The highest level of communication skills will be required to engage clinical staff and NHS leaders. This includes highly developed interpersonal, negotiation, influencing and conflict management skills required to communicate controversial education or service improvement or organisational change issues where there are significant barriers to acceptance. • Highly developed analytical and problem solving skills will be required and the ability to formulate improvement strategies where opinion may differ on the best course of action. • Expert facilitation skills. • Project leadership expertise. • Proven team worker with ability to motivate others. • Highly developed presentation skills. • Able to understand and work within complexity and translate it into understandable knowledge. • Training, coaching and mentoring skills • Numerate and IT literate with ability to create spreadsheets for use by others if required. • Prioritisation skills with ability to manage multiple projects. • Flexible, enthusiastic and committed. • Able to keep projects and people on track. • Able to drive with own transport. | <ul style="list-style-type: none"> • Has presence and commands attention and respect. • Politically aware and sensitive. • Self aware. |

Programme Manager: Operations Manager (Shared Services Function) Band 8b, 37.5 hours per week

The North East Strategic Health Authority is responsible for strategic leadership, organisational and workforce development and for ensuring local systems operate effectively and deliver improved performance across the health economy of the North East region. Our vision for NHS North East is that: 'The NHS in North East England will be the leader in excellence in health improvement and health care services'.

NHS North East *People* is the new regional machinery that will ensure effective investment of the MPET levy across the NHS in the north east to develop a future NHS workforce which meets the needs of employers and is aligned to both regional strategies and service commissioners' strategic plans. As part of this, we are reviewing the way in which we provide postgraduate medical and dental education.

The postgraduate deanery will be situated within the SHA and will have overall responsibility for the effective commissioning of medical and dental education, the quality assurance of that delivery being the key link to the regulator.

The delivery of postgraduate medical and dental education will be focused on the postgraduate schools and training trusts.

A Programme Manager band 8b opportunity has arisen for a motivated and ambitious individual to take on the role of Operations Manager (Shared Services Function), who will, with senior sessional clinical input, oversee the delivery of postgraduate medical and dental education provider functions.

The Operations Manager (Shared Services Function) will be accountable, in the first instance, to the Postgraduate Dean for the effective delivery of the provider functions. The accountability arrangements for the Operations Manager may alter as the commissioner/provider separation in postgraduate medical and dental education is fully implemented.

The purpose of this post is:

- To work with the Postgraduate Dean to lead and facilitate organisational change and move the deanery transition towards the implementation of the commissioner/provider separation in postgraduate medical and dental education by March 2012.
- To develop, implement and manage the provider 'shared services function' delivering efficiencies in processes and systems to ensure excellence in education and training quality and equity and consistency of policy and standards for all trainees and trainers in the North East.

Applicants will be expected to possess the necessary skills, knowledge and experience as outlined in the job description and person specification.

Applicants must prove they have an excellent in-depth understanding of organisational development and evidence of managing organisational change within a dynamic, multi professional environment.

They are required to have the highest level of communication skills to engage with key stakeholders including clinical staff and NHS leaders, requiring negotiation and influencing skills to communicate and lead organisational change. A proven track record and significant

experience of successful working with senior managers (or clinical staff) and leaders are essential, along with significant experience in the management of education and training and/or staff development including operational delivery.

The role will provide opportunities for personal development and include working with a range of regional and national partners.

Please note that the closing date for applications is the 27 November 2009.

If you would like to find out more about this opportunity, please contact Prof. Chris Gray, Postgraduate Dean at the Northern Deanery on 0191 222 8925 or by email chris.gray@cddft.nhs.uk

Interviews will be held shortly after the closing date.

The North East SHA is an equal opportunities employer and committed to equal opportunities for all. We positively welcome applications from all sections of the community and actively promote equal opportunities.

Positive about disabled people

Stonewall - Diversity Champion