

Information Pack

Executive Director of Organisation and People Development



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Welcome

Dear Applicant

Executive Director of Organisation & People Development

Thank you for your interest in the above post and I enclose for your information our recruitment pack, which I hope you will find helpful.

NHS Ayrshire & Arran is committed to improving the health and health care needs of our local population. We provide high quality care in the community, hospitals and specialist services for our population of just under 400,000 people. We also provide services for people with mental ill health and learning disabilities. As a health economy providing the full range of primary care, acute and specialist mental health services, we spend £655 million per annum on meeting the needs of our population and employ 12,000 staff – this includes bank/temporary staff.

Organisationally, we aspire to become a world-class provider of health care and exemplar employer and it is for these reasons we need to recruit an individual driven to help us succeed in this task. Currently, our management goals and organisation structure have been specifically designed to deliver integrated patient pathways. *'Doing the right thing'* underpins the organisation's values and practices in making continuous improvements in our relationships with patients, families and carers that we serve. We are developing a Primary Care Strategy with our key stakeholders, implementing our Clinical Improvement Programme and strengthening leadership to tackle the financial challenges ahead. We are embedding a customer-focused and team-working culture where we 'do with' and not 'do to'.

Integral to our drive to become an exemplar employer organisation, we are developing a Health and Wellbeing 'co-operative' for our staff. Alongside this, we have reviewed our workforce development plan and have integrated this with our whole service modernisation agenda. A key aspect of the development plan is to ensure that staff have equitable access to appropriate training and development.

Over the next three years we face very challenging organisational goals, which have to be achieved within existing resources and in partnership with internal and external key stakeholders. Improved outcomes, co-production and best value are pre-requisites to partnership working and delivering our goals.

The post of Executive Director of Organisation & People Development is critical to the achievement of our ambitions. The specialist nature of this function will; challenge our status quo in a constructive way, provide advice on strategic and development directions, draw on best practices from all sectors and facilitate the development of the organisation in a supportive way.

To achieve our ambitions, as Executive Director of Organisation & People Development there are three key aspects to your role:

- 1) As a board member, you will design and lead the organization and people development agenda across the whole health and care system including working with internal and external partners, working collaboratively with colleagues at all levels
- 2) As Executive Director of Organisation & People Development, you will lead the continuing development of world class HR management and organisation development to enable NHS Ayrshire & Arran to deliver its ambitions



- 3) As a Corporate Director, you will participate in the leadership of NHS Ayrshire & Arran to ensure that capability and capacity is being developed which matches organisational requirements for a sustainable future whilst providing assurance to the board that operational performance continuously improves so that we may achieve world class standard

To be successful, you must demonstrate successful track record of “whole organisation” development along with highly effective strategic leadership in shaping the future of your organisation.

In terms of the key qualities and experience expected, you need to provide evidence of driving through insightful organisational performance improvement and change management programmes along with a clear understanding of corporate governance together with the role of an executive director. To be effective in this role you must have gained relevant managerial experience at a senior level – preferably at board or equivalent levels, either within the NHS or other complex multi-professional private, public or voluntary sectors. I am particularly keen on receiving applications from candidates offering experience gained in a variety of settings and sectors – we seek to appoint the best person to this role irrespective of which sector they have worked within.

You must also demonstrate the ability to operate across strategic and operational boundaries to get business done, effectively managing budgets & creatively using your resources. Whether you are from within or outside the public services sectors, you must have empathy with and clear understanding of our vision and values, coupled with a track record of nurturing talent & motivating colleagues to deliver of their best.

Integral to the organisation, you will work with and alongside a wide range of clinical professional people, partners and volunteers. This will require you to use a range of different skills and influencing capabilities to provide the inspirational leadership required both internally and externally.

For the right person, this role will provide excitement, commercial, professional and intellectual challenges along with the opportunity to work across a whole health economy in a role that inspire and drive change for the benefit of our local people. I look forward to reviewing your application.

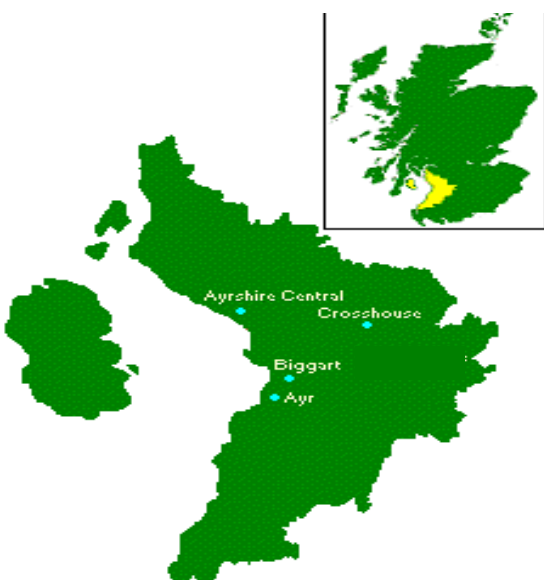
Yours sincerely

Dr Wai-yin Hatton
NHS Ayrshire & Arran Chief Executive



About Us

We want to deliver “The healthiest life possible for the people of Ayrshire & Arran”



NHS Ayrshire & Arran provides a comprehensive range of high quality health services. Our diverse workforce provides health care to a population of around 400,000. We also have a duty to protect and improve public health throughout Ayrshire and Arran. Our expenditure in 2008/2009 was around £655 million.

We are committed to involving local communities and partners in shaping health services to meet the needs of the people of Ayrshire and Arran. Therefore as a board we are exploring how we can transform relationships with patients, families and the wider community so that they can be significant influencers of the future of service design & delivery.

Other key strategic developments the board is committed to achieving relate to the integration of care so that patients receive a seamless service, the strengthening of Primary Care & Community services, and the roll out of a continuous improvement ethos to all parts of the organization. The development of our 3 Community Health Partnerships is an important vehicle for delivering these key goals.

We have a rolling programme of investment in modern hospitals and community facilities. A new facility at Ayrshire Central for mental health services has recently been agreed by the board & we are commissioning a new community hospital in Girvan.



Our Location



Ayrshire is situated in Southwest Scotland on the Firth of Clyde coastline. The islands of Arran and Cumbrae lie off the West Coast. Ayrshire has extensive recreational facilities and is famous for its spectacular scenery and glorious unspoiled coastlines, its long history and rich heritage, and its championship golf courses. It is also the home of many of Scotland's oldest and greatest castles. Ferries sail to the Isle of Cumbrae from Largs and to the Isle of Arran from Ardrossan.

Ayrshire is within easy travelling distance of Glasgow and Edinburgh via the M77 / M8. There is an excellent network of both rail services and bus links throughout Ayrshire to Glasgow. Glasgow is the home of Scottish Opera and the Scottish Ballet, and Edinburgh hosts the Edinburgh International Festival each year.

National and international flights are available from Glasgow Airport and an increasing range of services from our local airport in Prestwick, including regular daily services to London, Dublin and a number of European cities.

Ayr, Kilmarnock and Irvine are the three main towns in the area. Local education standards are very high at primary and secondary level. There is also private education is available in Glasgow and Ayr.



Our Hospitals

Crosshouse Hospital



Crosshouse Hospital is NHS Ayrshire and Arran's largest hospital, which was commissioned in 1982. The hospital, which is situated two miles from Kilmarnock town centre, is a large District General Hospital providing a wide range of services, including paediatric inpatient services. It is also the main Accident and Emergency Centre for North Ayrshire.

The UNICEF-accredited Ayrshire Maternity Unit at Crosshouse Hospital opened in August 2006.

Ayr Hospital

Lying on the southern outskirts of Ayr on the Dalmellington Road, Ayr Hospital is a General Hospital, which opened in 1991 and was officially opened in June 1992. It provides medical and surgical services on an in-patient, day case and outpatient basis. It is the main A&E service for South Ayrshire. It provides a number of Ayrshire-wide services including vascular surgery, ophthalmology and audiology.



Ayrshire Central Hospital

Ayrshire Central Hospital was opened in 1941 and is situated within Irvine New Town. It currently provides Young Disabled/Rehabilitation services, and a number of assessment beds for Elderly Mental Health Services. Recent years have seen significant developments on the site with a new General Outpatient Department and Rehabilitation Centre. All have excellent facilities with the Rehabilitation Centre being recognised as one of the best in the country. Ayrshire Central will be the site of new Community Hospital planned for the area, as well as a state-of-the-art mental health adult inpatient facility, subject to approval from the Cabinet Secretary of Health and Wellbeing.

Ailsa Hospital

Ailsa Hospital lies on the southern outskirts of Ayr on the Dalmellington (A713) Road, Ayr situated parallel to Ayr Hospital. It currently combines modern clinical accommodation with older mental hospital accommodation. Ailsa Hospital currently provides acute admissions services for South and parts of East Ayrshire and at times for patients from other parts of Ayrshire and Arran. Other services include Continuing Care, IPCU, Rehabilitation, Industrial Therapy and an inpatient Dual Diagnosis and Addictions Assessment and Rehabilitation service at Loudoun House. Elderly mental health services will continue on the Ailsa site once adult inpatient services have relocated to the newly built facility at Ayrshire Central.



Biggart Hospital

Biggart Hospital is situated in Prestwick, close to all local amenities and public transport and is the local hospital for the care and rehabilitation of the elderly. It provides a wide range of vascular, orthopaedic and stroke Consultant led rehabilitation inpatient and day care facilities.

The 30-bed day hospital provides facilities to care for patients after discharge from acute care or directly from the community setting. The purpose-built Stroke Rehabilitation Unit was opened in September 1993, enhancing support and continuing patient care within the medical unit, providing 15 beds for stroke patients requiring varying degrees of rehabilitation.

Our Services

We provide four main health care services. These include – Primary Care Development, Mental Health Services, Integrated Care and Partner Services, and Integrated Care and Emergency Services.

We are working to integrated care pathways which meet patient holistic needs rather than services being delivered via traditional disparate silos..

Public Health

Protecting and improving the health of people in Ayrshire and Arran is a core purpose of our organisation. This is pursued via:

- Health promotion – for example, inequalities, lifestyle and education. Specialists are responsible for delivering health improvement programmes in the communities.
- Health care and governance – for example, surveillance and monitoring of specific diseases and risk factors, disease prevention, including screening programmes
- Health protection – for example, infectious diseases, environmental health hazards and emergency response.

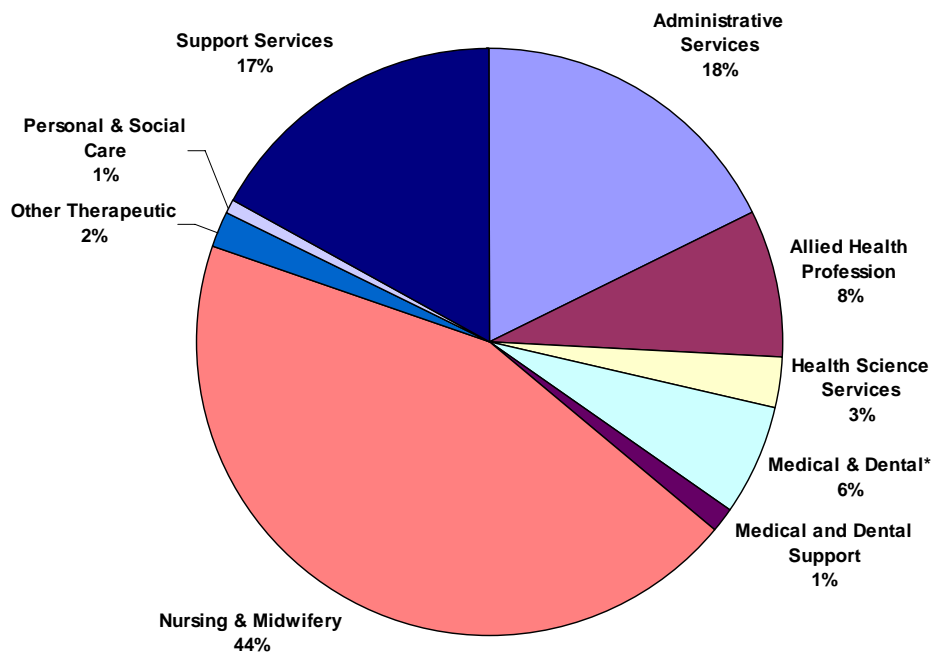
Our Structure – Within our organisation our directorates include

- Organisation and People Development
- Finance
- Information & Clinical Support Services
- Planning, Policy & Performance
- Public Health Department
- Executive Nurse Director's office, which oversees Nursing workforce Planning; Communications; Community Relations and Practice Development
- Executive Medical Director's Offices, which oversees Primary Care Development; Pharmacy and Medical Workforce Planning;



NHS Ayrshire & Arran Workforce : Headcount

NHS Ayrshire & Arran : Headcount by staff group



* Medical & Dental Staff Headcount includes doctors in training

** Excludes bank staff



The Story of Organisation and People Development in NHS Ayrshire & Arran

History

The current Chief Executive established the role of Executive Director of Organisation and People Development four years ago, when NHS Ayrshire & Arran's single system of healthcare was being established out of 3 separate organisations.

There was considerable effort invested in merging what were very different OD/HR cultures and practices.

Feedback suggested, however, that this effort has resulted in:

- More professionalism / better morale (helped by new accommodation!)
- Greater focus on customer service.
- Better connection with clinical service priorities.
- Better inter-department working.
- Start of a continuous improvement ethos.

A continuous professional development programme operates for all staff and is self-managed by staff. The most recent session launched a customer charter designed by staff for the department.

There is a burgeoning interest in expanding the continuous improvement approach which has been seen in some areas to date, but will gradually, via performance objectives, become how organisation & people development does business.

Developing the Organisation

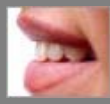
The appointment of an Executive Director to lead this team and their contributions has enabled a fully integrated approach to evolve. This ranges from influence in setting direction at board level, through to linking workforce planning and development to service futures, through to developing clinical leaders and line managers capability and capacity at every level of the organisation, through to ensuring contemporary HR practices consistently support service delivery and all members of staff.

All major strategic developments for NHS Ayrshire & Arran are strongly supported by organisation development. Currently, the organisation development programme covers:

- Top leader/board development.
- Healthcare directorate development, including clinical leaders.
- CHP development.
- Continuous clinical improvement design & implementation.

There are tailored, often whole system interventions, underway in each of these 4 areas.

The overall programme is supported by “**Learning Futures**” – the corporate portfolio of learning, training, and OD capacity building opportunities, e.g. Change Implementers; LEAN; Process Mapping; Coaching. Research confirms our local experience that great line management is a “must have” for exemplar employers / successful organisations. Thus, the



main strands of “Learning Futures” are the line manager support programme and stepping stones to supervision.

A further focus of recent years has been the drawing together of modernisation, workforce development and service change / redesign activities. We have been working closely with colleagues both within and outside the organisation. We are working with staff and external stakeholders along with the people development teams on developing our corporate agenda to maximise the use of our resources but there is still a great deal to do to fully intergrate the working practices of the whole organisation.

Progress with ongoing organisation development is monitored at regular board workshops and an annual staff governance workshop.



The Employment Journey

Organisation & people development's contribution threads through all staff employment journeys and is monitored via the Staff Governance Committee.

Human Resource Management

Providing the core resourcing and employment relations service for our 12,000 staff, including development of a Business Partner Model. Lead on HR policy development & attendance management.

Workforce Futures

Providing workforce intelligence; support to service modernisation, leadership of the innovative work, health & wellbeing agenda. Lead on performance development.

Review; the organisation & people development work programme and AthenA development.

Occupational Health & Safety

Providing: statutory and mandatory training, occupational health services; support to the Health & Safety Committee and major contributors to health & well being at work agenda.

The department has piloted introduction of NHS Ayrshire & Arran's new knowledge portal system on behalf of the organisation. This has provided a platform, which can revolutionise how we work. At this pilot stage, there is no external access to the portal.

Eye to the Next Phase of Development

Culmination of the organisation development described above is intended to be the launch of "**Leadership Futures**". This is a work-based approach to providing challenging development for our future leaders.

The proposition is to identify a small number of significant organisational improvements year on year, which will be the basis of an intensively supported development programme for applicants who progress through NHS Ayrshire & Arran's in-house development centre.

A change team will then be drawn together to deliver to the specified brief. An executive director will champion each cohort. Coaching, learning reviews and specialist corporate support, e.g. finance expertise, training, etc will be contracted with the group.

This is a natural next step in the evolution of NHS Ayrshire & Arran's in house development efforts. However, in light of the Executive Director of Organisation & People Development vacancy, leadership futures is currently on hold.



The Opportunity - Why Should You Apply?

In this post you will enjoy a significant challenge of influencing, shaping and developing how health and care related services are delivered to more than 400,000 people and across the whole health care system throughout Ayrshire.

You will inherit well established and developed teams across human resources, training and development and organisation development functions. As a strategic leader, you will need to ensure these functions become firmly embedded and integral parts of the organisation to ensure swift responses and support can be provided to each clinical and service area across the health economy. You will therefore need to have a very clear grasp of both internal service priorities and change requirements. Alongside this, you will need to develop strong relationships with NHS Scotland and other relevant stakeholders to ensure that you can anticipate and interpret how the organisation and individual service lines need to respond. In short, this position requires the clear ability to spot opportunities and how these impact on the needs of the organisation. Naturally, you will therefore need to demonstrate obvious strategic thinking and influencing skills, together with the ability to turn plans into deliverable actions on the ground.

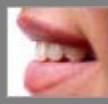
You can also see that not only will this role be responsible for providing the professional OD & HR leadership and advice to the board and senior management team; you will also be expected to contribute to the wider decision making of the organisation. In the immediate future, the organisation faces new challenges, which presents the opportunity to redesign service provision to improve efficiency and care standards. NHS Ayrshire has a sound reputation in clinical and financial performance levels already, though has clear ambitions to become a truly world class provider of health services. You have the opportunity to make a visible impact on this.

Another key and important dimension to this role is to work with the executive and non-executive board to enhance and invigorate the corporate leadership of the organisation. As a leader, this will involve a range of activities from informal coaching to designing and delivering a structured approach to continued professional and personal development. Linked to this is of course the establishment of recruitment, retention and development strategies across the wider workforce, to ensure the best people are attracted to and developed by the organisation. In so doing, NHS Ayrshire has to become a clear employer of choice.

The region has a great deal to offer as a location. With close proximity to Glasgow and easy connection to rail, motorway and airport networks, the centres of Ayr, Irvine and Kilmarnock are easily accessible and without the congestion experienced in other parts of the United Kingdom! There are a huge range of tourist attractions and recreational facilities available along with some of Scotland's most picturesque landscapes. There are also excellent primary, secondary and tertiary education facilities that make re-location a very attractive proposition.

The board is very interested in receiving applications from candidates able to demonstrate the requisite skills. The board has a strong desire to make a step change in organisational performance and so **prior working experience of the health care sector is not an essential criteria.** Given the nature and position within the organisation, you will need to demonstrate proven experience at either Deputy/Director level or equivalent in a large and complex business.

As a candidate therefore, you may be seeking to consolidate your experience and be attracted by the nature of this role, or, be seeking to take on a broader role within a larger organisation. The nature of this role also lends itself perhaps to candidates who may have chosen to move



into a consulting role over recent times and be seeking a return to a permanent position. Skills developed whilst consulting at a strategic level could be extremely interesting.

For more information or an informal discussion please contact Simon Potts on 01625 419 653 or Bonnie Clarke on 0131 226 7972.



Job Description

JOB TITLE	Executive Director of Organisation and People Development
REPORTS TO	Chief Executive, NHS Ayrshire and Arran
SALARY	Ranging from £73,560 to £100,255 per annum dependent upon experience

Role

The role of the executive director is to lead NHS Ayrshire & Arran's development. This will require an innovative and creative approach to organisation development and world class human resource management. Together, these underpin effective health and care related service delivery, and ensure that services have the right capability & capacity for a sustainable future.

Intrinsic to effective development of our organisation, is meaningful participation by staff at all levels, including strong partnership working with staff side and the achievement of Staff Governance Standards.

As an executive director of the NHS board, to proactively formulate recommendations & advice for the NHS board and senior management, taking account of national and regional perspectives in the context of local priorities.

As an Executive Director, to take shared responsibility for ensuring annual priorities are translated into corporate objectives, & cascaded into individual performance plans at all levels. Contribute to the on going leadership of the organisation's performance management, ensuring timely resolution of delivery problems and effective implementation of agreed changes.

Dimensions

This post operates across NHS Ayrshire and Arran and has influence across the total resource of NHS Ayrshire and Arran.

NHS Ayrshire and Arran annual expenditure £655M (08/09)

Population around 400,000

Direct resources responsibility:

- Organisational Development & Human Resources staffing budget 2007-08 £4.5m
- Supplies Budget: £600,000
- Line manages all Human Resource Management, Organisational Development, Workforce Futures, Learning, Health and Safety staff - 125. There are also a number of secondees involved in pay modernisation not in substantive roles



- Due to the developmental nature of the role, there are also individuals / groups who look to this postholder for personal leadership in support of their contributions to various organisational changes & capacity building
- NHS Board Executive Director member of North Ayrshire Community Health Partnership Committee

Role of the Department

The role of the department is to deliver highly professional organisation and people development which supports delivery of NHS Ayrshire & Arran's strategic priorities.

A critical contribution of the organisation and people development function, is supporting and developing all managers and board members in their line management and leadership roles for this large, complex workforce. In particular, we share a challenge to transform the profile and ways of working of the workforce to reflect best practice in international health care delivery whilst living within available resources.

Routinely, the department provides:

- Advice to the NHS board, directors, managers and staff.
- Professional leadership across the spectrum of organisation development and human resource management
- Delivery of high quality and equitable services based on best practice and continuous development
- Expertise in new ways of working and developing services to enhance current performance and quality within NHS Ayrshire & Arran, and to promote more effective ways of working to ensure a sustainable organisation in the future
- Assurance of equal opportunities in all employment related activities
- The lead in implementation of integrated strategic OD and operational HRM which reflects the service direction of NHS Ayrshire & Arran, underpinned by staff governance standards

Accountability

The executive director of organisation and human resource development is accountable to the chief executive, for leading NHS Ayrshire & Arran's organisation development, incorporating world class human resource management, at the core of healthcare delivery, thereby ensuring the right capability & capacity for a sustainable future.

Key Result Areas

As a member of the chief executive's management team, contribute to leadership of the whole health system, with particular responsibility for ensuring a clear strategic direction is agreed by the NHS board and delivery is supported by an innovative development programme & consistent modern HRM practices.

Bring demonstrable creativity & energy to the development & improvement agendas of the organisation, facilitating needed changes whilst building the capability of those involved to deliver better outcomes. In particular, take a lead role in the key strategic themes being addressed - Transforming Community Relations; Developing integrated care for patients [including patient safety]; Partnership with local authorities via Community Health Partnerships.



Drive continuous improvement to establish world class organisation and people development management and people development contributions.

Ensure achievement of the NHS Scotland staff governance standard incorporating modern policy & practice, applied equitably across NHS Ayrshire and Arran

Promote, nurture in others, and be a role model for, a culture of continuous learning & “Doing the Right Thing” such that everyone in NHS Ayrshire & Arran constantly seeks to enhance patient relations & patient safety, partnership & cross boundary working at every opportunity

Lead the development of the organisation’s approach to staff health & well being, building from the collaborative model agreed by the NHS Board. Champion life-work balance and take every opportunity to embed this ethos in the policies & practice of NHS Ayrshire & Arran. Lead the development of the ‘work & well being’ agenda into the wider community as part of NHS Ayrshire & Arran’s health improvement ambitions.

Lead executive for staff governance ensuring a clear framework is in place to monitor delivery of the staff governance standard across all of NHS Ayrshire & Arran.

Promotion of partnership working with staff and their representatives, ensuring that effective systems are in place which deliver dynamic engagement of staff rather than relying on a ‘one size fits all’ system.

Professional leadership of the organisation and people development team, on going professional development of all staff, and generating enthusiasm for achieving world class standards, which will be pivotal to current & future healthcare delivery.

Assignment and Review of Work

The work of the post is largely self directed and requires a high level of initiative as well as the ability to build and work within innovative relationships, working structures and practices

Objectives are to be agreed annually with the chief executive and reflect NHS Ayrshire and Arran’s corporate objectives. The postholder is responsible for ensuring delivery of these objectives, and for managing the ongoing re-prioritising of work.

The chief executive of NHS Ayrshire and Arran conducts review of performance in a formal annual appraisal. The chairman of the board acts as reviewer for formal assessments by the chief executive.



Communications and Working Relationships

Within NHS Ayrshire and Arran:

- Chief Executive, Chairman and members of NHS board
- Health Care Directors and Directors of corporate departments
- Employee Director
- Management colleagues across Ayrshire and Arran
- Clinical leaders & their staff
- Partnership forum members
- Assistant Director Medical & Nursing Workforce Development
- Assistant Director Clinical Support Systems Development
- Head of Service Futures
- Head of Practice Development

Outwith NHS Ayrshire and Arran:

- Directors and Senior Officers of the three Ayrshire and Arran local authorities
- Directors and Senior Managers in the Scottish Executive Health Department, West of Scotland Regional Planning Group, other NHS systems
- Regional Officers of recognised trade unions / staff organisations
- Representatives of higher/educational institutions
- Professional advisory bodies
- Professional colleagues across NHS Scotland
- The international OD and HRM Community

Most Challenging Aspects of the Post

- Ensuring momentum for improvement to 'world class' continues to be generated within organisation and people development teams
- Mainstreaming the innovations & learning from organisation development of the last three years into the operation of new healthcare directorates who are responsible for establishing a whole system of integrated care
- Embedding the principles and practice of staff governance across the organisation
- Capitalising on the benefits of investment in a 'well workforce' to enhance the employee experience / employer reputation, whilst achieving operational improvements

Qualifications, Experience & Skills Required

Essential:

- 1) Degree or equivalent qualification
- 2) Post graduate qualification in a relevant field or evidence of learning at equivalent level from significant experience of organisation development design and leadership of whole systems implementation
- 3) Track record of continuous professional development
- 4) Relevant management training
- 5) Current member of relevant professional body

Desirable:

Membership of Chartered Institute of Personnel & Development



Experience

Essential:

- 1) Evidence of improving organisational performance through successful implementation of major change
- 2) Understanding of corporate governance and the role of executive directors
- 3) Relevant managerial experience at a senior level – preferably extending to director level - in the NHS or another complex multi-professional public or private sector organisation
- 4) Operating across strategic and operational boundaries to get business done.
- 5) Effective management of budgets & creative use of resources
- 6) Empathy with and clear understanding of public sector values and issues
- 7) Track record of nurturing talent & motivating colleagues to deliver of their best

Desirable:

Experience gained within either the health care or related fields with equal interest being shown in candidates offering relevant experience gained within the wider private, public or voluntary service sectors.

Personal Skills

Essential:

- 1) High intellectual ability, experienced in visioning and communicating 'big picture'
- 2) Well developed leadership skills – including excellent communication & facilitation; collaboration & negotiation; delegation & people development
- 3) Interpersonal skills capable of generating commitment among partners and key stakeholders to the strategic agenda and the benefits of working in partnership
- 4) Business management competencies
- 5) Creativity
- 6) Determination and appropriate persistence

Desirable:

Experience gained during large scale/complex change management projects, perhaps in the capacity of a consultant.



Terms & Conditions of Employment

Salary / Grade Scale:	Ranging from £73,560 to £100,255 per annum dependent upon experience
Responsible to:	Chief Executive and Board
Hours of Work:	Full Time – 37.5 hours over a 5 day week
Annual Leave:	Leave year is from April - March. Annual leave entitlement for full time staff on appointment is 202.5 hours (27 days), with 217.5 hours (29 days) upon completion of 5 years NHS service and 247.50 hours (33 days) after 10 years NHS service, based on 5 days a week at 7.50 hours daily
On Call:	There will be a requirement to provide a level of on call cover. Details will be advised
Public Holidays:	The conditions of service are those laid down and amended from time to time by the appropriate negotiating bodies e.g. NHS Staff Council/NHS Pay Negotiating Council
Superannuation:	Employees are automatically opted into the NHS (Scotland) Superannuation Scheme. Contributions are at the rate of 7.5%. Employees may opt out by completing Form SB34
Disabled Applicants:	<p>A disability or health problem does not preclude full consideration for the job and applications from people with disabilities are welcome. All information will be treated as confidential. NHS Ayrshire & Arran has been approved, by the Employment Services Department, as an Equal Opportunities employer with a positive policy towards employment of disabled people. NHS Ayrshire & Arran guarantees to interview all applicants with disabilities who meet the minimum criteria for the post.</p> <p>You will note on our application form we ask for relevant information with regards to your disability. This is simply to ensure that we can assist you, if you are called for interview, to have every opportunity to present your application in full. We may call you to discuss your needs in more detail if you are selected for interview.</p>
Asylum & Immigration	The Asylum and Immigration Act



**Act 1996 & 2004
(Section 8):**

1996 and 2004 requires employment checks to ensure that all employees are legally employed in the United Kingdom. Candidates will be asked to Provide relevant original Documents prior to an offer of employment being made. Any offer of employment will only be made when the organisation is satisfied that the candidate is the rightful holder of the documents and is legally eligible for employment within the United Kingdom

Relocation Expenses:

Relocation expenses may be payable to the successful candidate in accordance with policy. At interview, the human resources representative will confirm whether or not removal expenses are applicable.

Medical Examination:

Any offer of employment is conditional upon a satisfactory medical report from our Occupational Health Department .You may be offered employment conditional on confirmation that you are medically fit for employment. A commencement date for employment will only be agreed following this confirmation.

Rehabilitation of Offenders Act:

This post is not exempt from the provision of Section 4(2) of the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions)(Scotland) Order 2003 as amended

References:

Two satisfactory written references must be obtained prior to any offer of employment being made. These should include current and previous employers as requested in the job application form. This is in line with the recruitment and selection policy



How to Apply

To apply for this position please send:

- Your up to date current Curriculum Vitae, along with details of your current salary package
- Completed Equal Opportunities and Rehabilitation of Offenders Declarations and covering letter detailing how your experience and qualities meet the person specification requirements of the post (no more than three sides of A4)

For a downloadable information pack ([insert link/document](#))

To Louise Griffiths –
Hays
134-138 West Regent St
Glasgow
G2 2RQ

Email: Louise.Griffiths@hays.com

For any further information, or to arrange a confidential discussion with Simon Potts or Bonnie Clarke please contact Louise Griffiths on 01625 419653

Recruitment Timetable

Advert appears	Week Commencing 6th April
Closing date	27th April
Long list sift	27th April
Long list interviews with Simon Potts/Bonnie Clarke	From 28th April
Shortlist meeting (Hays & NHS Ayrshire & Arran)	8th May
Final selection interviews	Evening of 17th May and daytime of 18th May. There will be an informal reception with stakeholders on 17th and formal interviews and focus group sessions on 18th May. Should these dates conflict with pre-arranged holidays please do let us know.



Useful Links

Recent Board Papers

The following can be found at (www.nhsayrshireandarran.com) web address and may be of interest to applicants

Local Delivery Plan 2008/2009

Clinical Improvement – Patient Safety Roll Out, Jan.2009

Work, Health & Well Being, Jan.2009

Organisational Structure, click below

[Organisation Structure](#)

Tourism and Leisure

[Visit Scotland British Isles](#)

www.glasgow.gov.uk/Visitor

Local Authorities

www.east-ayrshire.gov.uk

www.south-ayrshire.gov.uk

www.north-ayrshire.gov.uk

Schools and Universities

www.universities-scotland.ac.uk

www.schoolsnet.com/uk-schools

www.schoolswebdirectory.co.uk



Leisure

www.naleisure.co.uk

www.south-ayrshire.gov.uk/leisure/activityforhealth.htm

www.touristnetuk.com/sc/ayr/activities/leisurecentres/index.asp

www.scotlands-golf-courses.com

House Prices

www.home.co.uk/guides/house_prices_by_town.htm?county=ayrshire

http://news.bbc.co.uk/1/shared/spl/hi/in_depth/uk_house_prices/html/re.stm

www.ourproperty.co.uk/stats/ayrshire



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Executive Director of Organisation & People Development

Scotland - Ayrshire and Arran



Ayrshire, Scotland To £100,000 + Relocation + Pension

NHS Ayrshire & Arran provides four main health care services including: Primary care development, mental health services, integrated care and partner services, and integrated care and emergency services for approximately 400,000 people. Across the local health economy, they spend more than £655million per annum and employ 12,000 permanent staff. Geographically, Ayrshire has a significant amount to offer in terms of infrastructure, landscape, history, culture, tourism and leisure. Around forty minutes from the cosmopolitan city of Glasgow, the centres of Ayr, Irvine and Kilmarnock are easily accessible by road, rail and air transport. Locally and regionally you will also have access to some of the country's leading primary, secondary and tertiary education providers. Therefore, this opportunity therefore presents the professional, strategic, commercial and operational challenges you have been searching for in a setting envied by many.

Formed by the merger of three organisations in 2004, you will build upon a sound foundation of organisational transformation engineered by the current incumbent. Leading a team of 125 staff across human resources management, OD, workforce futures, learning and health & safety, as executive director you will continue leading this journey focussing your attention on:

- Delivering the aspiration of becoming a truly 'world class' organisation
- Embedding the innovations & learning from organisation development of the last three years into the operation of healthcare directorates reflecting patient care pathways.
- Entrenching the principles and practices of staff governance across the organisation.
- Capitalising on the benefits of investment in a 'well workforce'
- Continuously updating and improving the workforce and organisational development strategies.

Clinically and financially, NHS Ayrshire & Arran has a strong record of performance, though changes in national funding policy now need to ensure services are sustainable, highly effective and efficient. Crucial to achieving these objectives is your inspirational leadership and ability to engage with all staff. The board is particularly keen to adopt and embed new working practices incorporating LEAN principles, HR business partner and other exemplar working models. In this role, you will work closely with the executive team to understand, anticipate and support their business management and development needs. You will also work externally with a wide range of stakeholders and partner organisations.

To be successful in this role, you must offer:

- A track record of leading complex change programmes and leadership across the whole organisation



- Highly effective and proven strategic planning, performance management and delivery capabilities.
- CIPD qualification or other relevant Masters degree level qualification
- Experience gained in working at board or equivalent level within a large complex organisation within either the private, voluntary or public service sectors.
- Outstanding interpersonal & communication skills, natural political astuteness and shrewd commercial acumen. Above all, you will be driven and enthused by your work, which creates the vital motivation from which you can inspire change and drive for excellence within others.

To discover more about how this role can help you continue to forge your career pathway and the future of healthcare services please visit: www.hays.com/jobs/NHSAYRSHIRE

To arrange a conversation with Simon Potts please call 01925 654 312 / 07770 786 933 or Bonnie Clarke on 0131 226 7972. You can alternatively send your CV along with a covering letter to Louise Griffiths at louise.griffiths@hays.com

Closing date for applications is 27.04.09. Final Selection will take place on 17th & 18th May 2009.