Assistant Director of People Technology One Devon

Job Description

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| **Reporting to** |  |
| **Hours** | 37.5 hours per week |
| **Salary** | Agenda for Change Band 8c |
| **Location** | Remote/Hybrid Working |
| **Contract type:** | Substantive |
| **Accountable to:** | People Digital SRO initially. TBC post implementation |
| **Employing Organisation** | RDUH |

**About the People Digital Programme**

In response to NHS England's Workforce Plan, Future of HR and OD report and 2030 People Profession Vision, a national ‘Scaling People Services’ Vanguard programme was launched by NHS England in early 2023. It’s aim is to transform people services delivery through scaling and digitising services at an Integrated Care System (ICS) level, paving the way for a digitally advanced NHS organisation.

The aim of the ‘Scaling People Services’ programme is to drive significant efficiencies, return time to patient care and improve employee experience across each ICS.  It will achieve this though simplifying, standardising, automating and consolidating the delivery of people services across organisations.

Devon was selected as the NHSE Southwest Regional Vanguard for Scaling People Services by its peers and has set up the ‘People Digital’ Programme to drive this work. Devon will be a pioneer in delivering Scaling and Digital initiatives concurrently – we have a unique opportunity to lead the NHS in People and Digital transformation.

The People Digital programme aims to:

* Move Devon towards a unified model at a system level, leveraging common processes, technology, policies, governance and operating models to deliver a consistent employee experience across the system, improve our People Professionals’ careers and drive people efficiencies.
* Give colleagues a consumer-grade experience and simplified route to get support from People Services, releasing time to care from frontline workers. This will be achieved by integrating our people digital landscape. This will initially be through implementing automation and an intuitive people portal, known as an Employee Engagement Layer, a Data Lake and API/Integration Solution. This will enable a single source of truth for people data, supporting reporting and wider BI across the system.
* Following the initial phase, the work will consolidate underlying People technology across Devon and support the wider systems information strategy and digital roadmap.

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| **Main responsibilities** |
| The Assistant Director of People Technology role will be responsible for bringing the People Digital vision to life through the design and build of an integrated, automated and future facing HR Technology Landscape. Working within the overall strategic objectives, devise, implement and monitor the strategy. Evaluate, interpret and locally implement best practice.  As the technology Subject Matter Expert (SME) they will be responsible for the delivery of the digital platforms, data, technology and system requirements within the People Digital Programme and will work collaboratively with key Devon system, regional and national stakeholders (including the People function, Operations, Finance and Information Management & Technology (IM&T) at each trust), providing technical expertise, assurance and leadership into the programme strategy.  Accountable for short, medium and long-term business plans, achieving quality outcomes. This will include overseeing and be accountability for delivering and maintaining the Employee Engagement Layer (EEL), API/Integration Solution and Data Lake across the Devon system and driving a consistent use of ESR in system providers. They will drive consolidation of key HR tech platforms across providers to have a fully integrated landscape within 5 years driving both cost and consistency savings.  **Strategic Leadership of Programmes**  The post holder will lead the team to ensure that work stream and programmes are planned and carried out effectively. They will also enable changing the digital landscape in association with advancements made to the core HR systems, and the digital transformation journey of the organisations e.g. EPR. Their key responsibilities will include:   * Digital strategic and advisory input into the People Digital strategy, working collaboratively with digital and BI senior leads to ensure understanding of the people digital programme both within Devon and beyond and any interdependent impacts. * Acting as the People Systems owner for all Workforce Digital Applications (initially this will be the EEL, API and Data Lake). However once single solutions are agreed across the ICS in the wider Workforces digital solutions they will be adopted and owned by the People Digital Technology team. * Responsible for devising, developing and implementing appropriate information sharing systems to facilitate effective working practices for the end to end processes and ensure accurate analysis of management information. This includes leading the highly complex technical implementation and maintenance thereof (for the EEL, API/Integration Solution and Data Lake) of the People Digital Programme and building the team and capability in line with the business case to enable a successful implementation. * Undertaking complex and detailed information analysis of specific projects/reports requiring high levels of concentration. This includes providing technical and subject matter expertise on data and systems in scope (i.e. EEL, API/Integration Solution and Data Lake), including adherence to information governance and compliance requirements. * Developing and implementing qualitative and quantitative measures to determine performance against the organisational strategy. Report progress against the strategy through personal representation at senior management forums and by written reports to appropriate boards and groups of staff. * Lead the creation and implementation of information systems for collecting, evaluating and interpreting large volumes of intricate data on expenditure to inform the short, medium and long-term strategies. This includes delivering the agreed data architecture and information architecture to enable consistent use of workforce & HR information in all key systems (e.g. recruitment, learning, rostering etc) to support the wider digital and BI infrastructure. * Aligning technical specification with wider NHSE and system objectives to enable effective adoption of the NHS Future Workforce Solution. * Acting as the technology expert and lead on the People Digital Solution vendor selections and tendering processes, including market engagement and vendor evaluation for all and any people related system. * Co-ordinating technical requirements and delivery across all trusts within the system, including navigating governance processes, design authorities and escalation routes to ensure stakeholder buy-in and compliance to approval procedures. * Managing transition to BAU following system implementation, and ensuring Continuous Improvement by looking for opportunities to leverage SaaS-based products and configure systems to leverage development of product roadmaps. * Highlight exceptions and risks ensuring mitigating action can be taken to keep the programme on track. This includes managing key risks to technical delivery throughout the programme, including delays and barriers to delivery. * Driving a programme of People system consolidation across Devon to enable consistent digital functionality, employee experience and best value for money. This includes joining of high value contracts, renegotiation of licensing costs and relevant financial and management KPIs for ongoing delivery in line with budget. * Owning processes to ensure compliance with requirements for Information governance, data sharing and DPIA are undertaken appropriately and risks escalated when required. |

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| **Key Working Relationships** |
| * The post holder will be required to have regular contact internal and external stakeholders and will often need to engage with them over sensitive, highly complex, contentious and confidential issues. This includes communicate effectively with staff of all levels and predominantly with senior stakeholders in HR, Operations, Finance and IM&T across the system as well as in wider national and regional teams and external supplier organisations. * The postholder will work in a matrix management style and to foster close working relations with other managers within the NHS and wider partner organisations. Of particular importance are working relationships with:   + Internal - Executive Directors, Senior Leadership Team, IM&T, Finance, HR   + External – NHS England, technology vendors, implementation partners * Present highly complex information on all aspects of function practice in a clear, understandable and audience-appropriate manner to senior management and board level groups.   **Leadership & Management**   * Provide visible leadership throughout the defined service areas, and to lead, enthuse and empower staff to deliver quality outcomes and provide overall management to the function. This includes overseeing multiple areas across a highly complex area of responsibility where an awareness and understanding of the functions and interdependences are key to achieving business outcomes. * Oversight and management of all aspects of the Department. This includes creating, leading and developing the One Devon People Digital Technology team, and seek to act as an enabler of the growth of digital capability in the team, and the wider function. * Managing allocated financial resources and identify system cost and service improvements in support of business planning targets. This will include responsibility for the technology team pay and non-pay budget. * Deputise for more senior managers as required, expanding on knowledge, skills and experience within personal professional development. * To manage, motivate and develop staff within the team to ensure that they are able to deliver the responsibilities of the organisation strategy. Including the management of disciplinary procedures as required, undertake staff consultation and consider welfare and safety matters, taking into account instructions and guidelines issued. * To recruit as necessary and performance manage a team that delivers a range of tasks within a matrix structure in a new and challenging environment. * Use appraisal and development policy and procedure at ensure that appraisals are undertaken regularly. * Take a lead in the coordination of training and development and recruitment activity across the Department or Directorate. * As shown in the structure below, there will be initially 3 direct reports and a total team of 7 in the initial programme of work. However, this team will grow as people technology products and platforms align across Devon and should the service grow outside of the Devon system. The role will be accountable to the team highlighted in yellow below. |

The job description and person specification are an outline of the tasks, responsibilities and outcomes required of the role. The job holder will carry out any other duties as may reasonably be required by their line manager.

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**Person specification**

In the supporting evidence of your application form, you must demonstrate your experiences by giving specific examples for the criteria within the person specification.

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| Criteria |  |
| **Experience, Knowledge and Qualifications** | * Educated to masters’ level or equivalent level of experience of working at a senior level in specialist area. * Extensive knowledge of specialist areas, acquired through a post graduate qualification or equivalent experience or training. * Ability to oversee and be responsible for the budget setting for a number of teams/services across a directorate and understand the interdependencies. * Must have a strong understanding of the background to and aims of current healthcare and other relevant policy relating to the role and how these impact on the overall strategic objectives; implementing and adapting as required. * Ability to act as a subject matter expert on HR technology, in particular HRIS, Recruitment, Learning, API/Integration Solution and Data Lake and ideally Employee Engagement Layer (EEL). * Ability to act as a subject matter expert on information governance and compliance requirements, particularly within the Devon NHS system. * Significant experience of successfully operating in a highly politically sensitive environment including demonstrated experience of leading implementations of People digital systems and Information architecture in other similar organisations. * Maintain an expert knowledge of EELs, API/ Integration Solutions, HR Systems and Data Lakes and continue to horizon scan for other relevant systems and best practice approaches. * Significant experience of co-ordinating strategies in complex and challenging environments including demonstratable in depth experience of successful large-scale, HRIS programmes. * Experience of holding overall responsibility for identifying and managing high level risks relating to the portfolio. * Experience of leading the development of briefing papers and correspondence at chief officer and board level. * Experience of monitoring budgets and business planning processes. * Evidence of continued professional development. |
| **Communication Skills** | * A very strong understanding of and the ability to navigate the relationships between NHS organisations and wider system, regional and national organisations. This includes leading technical requirements and delivery across all providers within the system both guiding and using influencing skills where needed. * Highly developed communication skills with the ability to communicate on highly complex matters and difficult situations including explaining technical issues to wide audiences with differing technical understanding to enable decision-making, getting agreement and co-operation required. * Communicate a range of highly complex and sensitive information with a range of stakeholders within differing technical understanding, relating to employee data. * Provide and receive highly complex, sensitive and contentious information, negotiate with senior stakeholders on difficult and controversial issues, and present complex and sensitive information to large and influential groups where there may difference of opinion, incomplete information, competing priorities and barriers to understanding. This includes presenting at various senior level forums, such as programme boards, executive boards, and working groups. * Persuade board and senior managers of the respective merits of different options, innovation and strategic opportunities. This includes presenting on technical elements to a range of stakeholders with differing technical understanding to generate buy-in to the programme. * Ability to produce and present concise yet insightful communications for dissemination to a broad range of stakeholders, including senior and board level, as required, representing Devon ICS when working with other NHS and external agencies. * Communicate technical requirements and specifications to delivery partners e.g., SI partner. * Adept at nurturing key relationships and maintaining networks. This includes working alongside Communications professionals and Change Networks to support user adoption plans and system training in order to deliver optimal outcomes. * Use informed persuasion and negotiate on difficult and very complex/controversial and detailed issues including performance and change. |
| **Analytical Skills** | * Strategic thinking – ability to anticipate and resolve problems before they arise. This includes continually analysing the systems and process needs of the People Digital programme to ensure that the most appropriate ways of working are in place and highlight where further work is needed. * Experience of identifying, interpreting and locally implementing National policy; with the ability to act as an expert in their field maintain ownership of all reporting requirements across People Digital technology roadmap. Initially ESR, EEL, API/Integration Solution and Data Lake) over time other systems e.g. recruitment, learning, rostering. * Ability to analyse complex facts and situations and develop a range of options. This includes interpreting fit for purpose systems, complete requirements/gap analyses and consolidation opportunities where there is no precedent already set. * Significant experience of researching best practice interpreting its relevance and how effective implementation of processes/ practices could successfully improve. performance to achieve strategic objectives. This includes ensuring data integrity by developing and executing necessary processes and controls around the flow of data and see through to resolution of any issues. * Ability to assess, author and validate complex algorithms required for harmonisation and enhancement of the data repository which include NHSE Master Workforce Data Sets * Experience in managing and owning data stewardship to ensure data modelling and verification is able to be maintained and enhanced * Track success of the programme through monitoring KPIs and metrics. * Problem solving skills and ability to respond to sudden unexpected demands. * Takes decisions on difficult and contentious issues where there may be a number of courses of action. * Demonstrates sound judgement in the absence of clear guidelines or precedent, seeking advice as necessary from more senior management, when appropriate. |
| **Planning Skills** | * Demonstrated capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly. * Plans and organises a broad range of complex activities, formulating and adjusting plans to reflect changing circumstances. This includes complex project management activities across all the trusts and end-to-end technology implementations (EEL, API/Integration Solution, Data Lake), including tracking dependencies, resolving conflicts, overseeing workstreams and monitoring success metrics. * Leads on the formulation of strategic plans within own area of responsibility which may involve uncertainty and may impact across the whole organisation. This includes working together with the Senior Responsible Officer to manage strategic relationships with stakeholders including system partners and external agencies, providing timely updates and guidance to the Executive Directors, Trusts’ Management Executive, Trusts’ Board, and other stakeholders as required. * Evidence of planning and delivering programmes and projects and services on time; with the ability to support long term strategic business planning to future proof technology solutions, aligned to the system’s overall People Digital strategy and individual People, Digital and Financial plans. * Own and manage risk to technical delivery timelines and have the ability to recover and prioritise outputs to mitigate. * Works with Stakeholders to develop performance improvement plans and to develop plans for innovation in order to meet strategic objectives. This includes regularly attend system financial, workforce/HR and IT business/commercial planning meetings to support delivery and expansion of offerings as a People Digital expert representative. * Strong use of available information sources to enable efficient and effective planning. * Strong ability to work under pressure and to tight and often changing deadlines. * Comprehensive experience of project principles techniques and managing successful projects. |
| **Management Skills** | * Ability to inspire and motivate project team members, through setting strategic direction, resolving conflicts and fostering a collaborative environment. * Strong skills for managing relationships with a range of different stakeholders, collaboratively to support the building of understanding and the need to change and the benefits of it, whilst recognising the challenge it can create. * Ability to act as a compassionate and inclusive change leader. * Significant experience of using programme management skills, with high quality project management disciplines with proactive reporting embedded. * Must be able to prioritise own work effectively and be able to direct activities of others, which may be across a number of workstreams. This includes the ability to oversee assignment of tasks/activities to project team members, ensuring a fair distribution of work that is aligned to individual strengths and expertise. * Facilitate knowledge transfer and capability building of team members within the line of accountability of this role. * Experience of managing often very complex situations and effectively motivating a team and reviewing performance against strategic objectives. This includes the ability to manage the performance of team members, including setting goals, providing feedback, and addressing performance issues. * Strong ability to manage financial and staff resources. This includes the ability to support the budget setting for a number of teams/services across a directorate including high cost non-pay third party management contracts. * Skills for delivering results through managing through others and using a range of levers in the absence of direct line management responsibility. |
| **Autonomy / Freedom to Act** | * Must be able to use initiative to decide relevant actions and make recommendation across area of responsibility with the aim of improving deliverables and/or compliance to policies, allocating work as necessary. This includes ensuring that systems/technology solutions are implemented in alignment with controls assurance, CNST, RPST, CQC, DPIA, GDPR Standards, NHSE national workforce data sets and any other national guidelines. * Ability to make decisions autonomously, on difficult and very complex issues, working to tight and often changing timescales and ensuring strategic plans are met. * Experience of identifying and interpreting National policy and leading implementation. This includes ability to interpret NHS Governing Body policies and guidance and ensure implications are understood when planning and implementing the technology solutions. * Experience of researching best practice (globally, private and public sector), interpreting its relevance and processes/ practices which could be implemented successfully to achieve improved performance (advising on policy implementation, where applicable). |
| **Other** | * Operate effectively in a highly demanding environment. * Adept at dealing with high uncertainty and frequent change, showing exceptional adaptability and flexibility. * Determination, perseverance, and resilience. * Strong ability to engage with, learn from and depart knowledge and experience to peers, other professionals and colleagues in the desire to provide or support the most appropriate interventions. * Strong ability to develop and maintain confidentiality and trust. * Highly professional calm and efficient manner. * Strongly effective organiser, influencer and networker. * Demonstrates a strong desire to improve performance and make a difference by focusing on goals. * Advanced keyboard skills, with the ability to learn/use a range of software. |

*This job description may be further refined throughout the recruitment process. A final version will be provided ahead of interview.*

**About Royal Devon University Healthcare NHS Foundation Trust**

Stretching across Northern, Eastern and Mid Devon, we have a workforce of over 15,000 staff, making us the largest employer in Devon. Our core services, which we provide to more than 615,000 people, cover more than 2,000 square miles across Devon, while some of our specialist services cover the whole of the peninsula, extending our reach as far as Cornwall and the Isles of Scilly.

We deliver a wide range of emergency, specialist and general medical services through North Devon District Hospital and the Royal Devon and Exeter Hospital (Wonford). Alongside our two acute hospitals, we provide integrated health and social care services across a variety of settings, including community inpatient hospitals, outpatient clinics, and within people’s own homes. We also offer primary care services, a range of specialist community services, and Sexual Assault Referral Centres (SARC).

Our state-of-the-art equipment, leading technologies and strong links to local universities put us at the forefront of research and innovations, enabling us to provide world-class care to our local communities.

Our values are at the heart of everything we do, [click here](https://www.royaldevon.nhs.uk/about-us/better-together-our-strategy-mission-and-values/) to find out more

**As an inclusive employer, the Royal Devon values diversity and is committed to creating a culture of inclusivity where everyone can be themselves and reach their full potential. We believe in fostering a sense of belonging and actively encourage applications from individuals of all backgrounds, cultures, and abilities. We recognise the advantages of having a diverse workforce that reflects the communities we serve.**