



Job Title: Head of Organisation and Workforce Development (OWD)

Responsible to: Executive Director of Strategy and Improvement

Principal Working Contacts

Operational Leadership Team (OLT) and Strategic Leadership Team (SLT)

Chair and Board Members

Care Inspectorate Colleagues

Scottish Government Representatives

Local Authorities, Health Boards, HSCPs, Agencies and other Scrutiny Bodies

External Stakeholders

Trade Union and Professional Body officials/representatives

Other NDPB Executive Officers

Job Purpose

Provide leadership and vision to maximise the Care Inspectorate's impact through the strategic development and alignment of its people, culture, structures, processes and systems.

Provide visible leadership and vision for the OWD function, supporting the Executive Director of Strategy and Improvement in leading strategic OWD and culture change and wellbeing programmes in order to drive a continuous improvement agenda and bridge capacity and capability gaps across the organisation.

Key Responsibilities

Strategic Management

- Develop and implement an effective strategy for OWD in support of the Corporate Plan and establish supporting systems, processes, action plans, structures and roles to ensure delivery of the strategic objectives
- Contribute to the organisation's overall strategy and provide professional advice to the Board, Chief Executive and Executive Directors
- Identify and implement plans and interventions which develop effective leadership and management capacity throughout the Care Inspectorate. This will include the strategic workforce plan to reflect talent management and succession planning initiatives
- Design and deliver a professional OWD consultancy approach for internal stakeholders, ensuring advice is centered on the best outcomes for all stakeholders
- Propose innovative employee development initiatives and industry standards which will enhance the strategic objectives of the organisation; develop and deliver an Employee Development Programme and manage the implementation of an e-learning strategy
- Have strategic oversight for the professional development award and monitor its effectiveness
- Review and develop further systems and processes for performance review and support for staff which acknowledge experience, competence and qualifications

- Support the Executive Team in leading on cultural change within the Care Inspectorate, helping to embed clear actions and behaviours which motivate staff to deliver our plans
- Work closely with the Head of Corporate Policy and Communications in relation to supporting internal engagement activities
- Work with the Executive Director to build the diverse strands of the directorate into a cohesive, integrated and productive team
- Support the Executive Team, the Care Inspectorate Board and its Committees in scanning the organisation's horizons and in developing innovative solutions and policies to deal with emerging issues and developments. This will include the provision of regular and special reports identifying developing trends and assisting effective decision making and resource deployment.

Operational Management

- Manage the efficient and effective provision and development of the role's reporting functions, ensuring that statutory obligations are met and that good practice is identified and implemented
- Support the Executive Director of Strategy and Improvement in the development and consistent implementation of Organisational and Workforce Development strategies, policies, practices and procedures, ensuring that agreed organisation objectives are translated into meaningful and realistic personal objectives for staff
- Manage the allocated budget for all OWD activity ensuring both operational activities and the principles of best value are delivered effectively and efficiently.
- Effectively manage all procurement activity for OWD in line with the Procurement Strategy
- Lead on developing innovative approaches to ensure continuous improvement and high quality standards for OWD through creative problem solving and bringing new thinking, constructive challenge and solutions to Care Inspectorate activities
- Lead on ensuring that capacity and capability gaps are bridged across the organisation and that organisational focus is maintained on individual and corporate/organisational development activities
- Support the development of a healthy, high performance learning culture grounded in core values
- Contribute to the integration of workforce planning, skills audits, capacity and capability assessments with financial and service planning to ensure best value
- Lead and manage the development and delivery of the operational facilities function, ensuring best value and compliance with statutory requirements, aligned to the achievement of the Care Inspectorate's aims and objectives
- Manage key transformation projects, utilising project management techniques, managing risks and opportunities associated with transformational change and business process design
- Deputise for the Executive Director of Strategy and Improvement and undertake such other duties as may be required by the Chief Executive or Executive Team.

People Management

- Lead and direct diverse groups of professional staff ensuring that their work is carried out in an effective and consistent manner and meets the targets and requirements of the Care Inspectorate
- Line manage and support the full time Chair of the Partnership Forum for the Care Inspectorate
- Support, develop, mentor and coach direct reports through regular One-To-One Supervision, Performance Development Reviews and Personal Development

Plans, implementing corrective action where necessary, to ensure continuous improvement in service delivery

- Promote consistent, high quality practice amongst staff, and manage the performance and monitor standards and consistency of practice of all employees within the function
- Promote the health, safety and welfare of all employees, being responsible for the health and safety policies, procedures and practice in compliance with Care Inspectorate and legislative requirements
- Promote diversity, equality of opportunity, fairness, dignity and trust, ensuring that these principles are upheld across the Care Inspectorate
- Effectively manage the attendance of staff within established policies and procedures to support attendance
- Constructively challenge practices and behaviours which have the potential to undermine the values or change management process.

Relationship Management

- As a senior manager, model corporate behaviour and demonstrate commitment to organisation values
- Be responsible for productive and smooth working arrangements and protocols between employees within your function and other functional areas of the Care Inspectorate
- Develop an effective working relationship with Board Members, the OLT and SLT to ensure smooth cross functional working
- Promote the principles of partnership working throughout the organisation and in all working practices in support of the Care Inspectorate's Partnership Agreement with its recognised Unions
- Develop and maintain productive and effective external working relationships, including representing the Care Inspectorate on external bodies and working groups. Use these relationships to continually improve service delivery and to promote the work of the Care Inspectorate
- Ensure the deployment of appropriate mechanisms to consult effectively, both internally and externally, with all relevant stakeholders concerned in the delivery of OWD
- Ensure the deployment of appropriate mechanisms to involve people who use services and their carers, the public and other stakeholders in the work of the Care Inspectorate, supporting the duty of user focus and duty of co-operation, ensuring a 'culture of involvement', where all are listened to, and consulted with, effectively
- At all stakeholder interfaces, be proactive in raising awareness of the work of the Care Inspectorate in a positive manner.

Other Duties

This job requires travel and will involve some overnight stays and unsocial hours.

This job description is a broad picture of the post at the date of preparation. It is not an exhaustive list of all possible duties and it is recognised that jobs change and evolve over time. Consequently, the post holder will be required to carry out any other duties to the equivalent level that are necessary to fulfil the purpose of the job, and to respond positively to changing business needs.