

Executive Director for People and Workforce

Job Information

Position Details

Job Title:	Executive Director for People and Workforce
Salary:	TBC
Contract:	Full-time, Permanent
Accountable to	Chief Executive, Manx Care
Responsible for:	

1. About Manx Care

Manx Care is an independent organisation working at arm's length from Isle of Man Government to deliver health and statutory social care activity across the Island. It was established on 01 April 2021 following receipt of Royal Assent for the Manx Care Act 2021 and marks a once-in-a-generation shift in the way health and care services are provided to the Island's population.

The creation of Manx Care involved the historic separation of the Department of Health and Social Care's (DHSC) functions, with the DHSC retaining responsibility for strategic direction setting, policy development, oversight and assurance, and Manx Care responsible for the delivery of a comprehensive range of services to the public through a clearly defined Mandate. This defines the range and scope of services to be provided by Manx Care and the objectives and principles it must uphold annually.

The establishment of Manx Care is one of 26 recommendations made by Sir Jonathan Michael, a leading health and social care expert in the UK, in his 2019 independent review into the provision and delivery of health and social care on the Isle of Man. All 26 recommendations were unanimously approved by Tynwald and are being delivered through the Health and Care Transformation Programme, which will establish Manx Care as an exemplar of successful integration of both health and social care.

Manx Care is an integrated health and care organisation which employs just over 3,000 staff and provides a comprehensive range of health and care services to the Island's population; this includes hospital-based care at Noble's Hospital and Ramsey District Cottage Hospital, Integrated Mental Health Services and Social Care, Isle of Man Ambulance Service, Primary Care and Community Services.

2. Our Mission, Vision and Values

Our Mission - to become the best small Island health and social care system in the world.

Our Vision - to meet the health and social care needs of the Island's population efficiently and effectively, and in line with accepted professional standards.

Our Values -

Committed & Passionate
Accountable & Reflective
Respectful & Inclusive
Excellent & Innovative

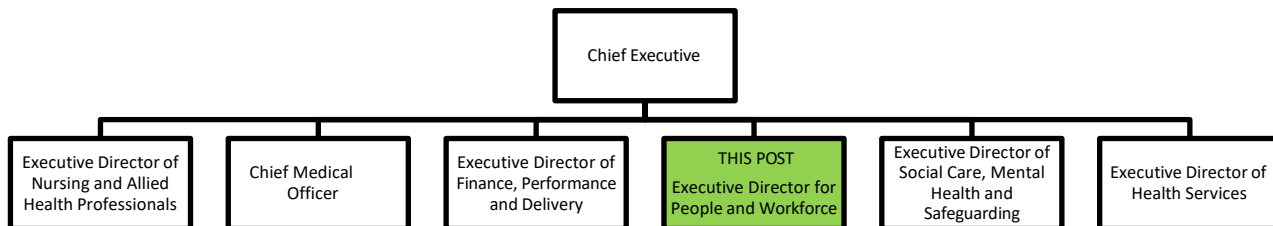


Manx Care has 4 key strategic objectives:

- Improving the quality and safety of services;
- Improving the culture within Manx Care;
- Improving the financial health of Manx Care;
- Promoting and delivering the integration of services.

For further information, please visit www.manxcare.im

3. Job summary



The Executive Director for People and Workforce will be a member of the Executive Leadership Committee (ELC) for Manx Care and a full voting member of the Manx Care Board. They will contribute to the overall development and implementation of the organisation's long-term vision, strategic direction, corporate plans and governance arrangements.

They will have overall responsibility for the leadership and delivery of Manx Care's People, Culture and Engagement Strategy and achievement of all corporate people related objectives and targets, developing a strategy that places our staff and patients at the centre and ensures Manx Care is a great place to work.

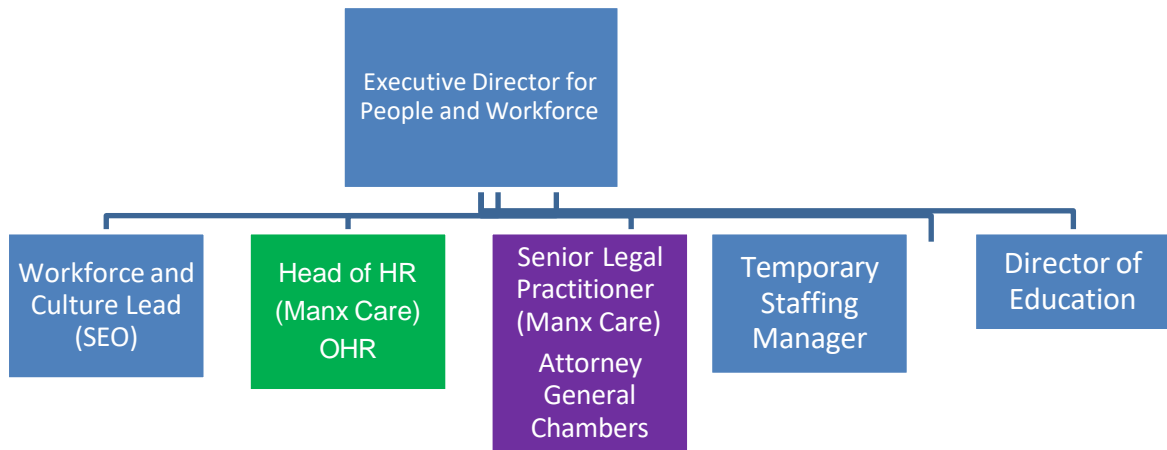
As a key member of the Executive Committee, this role will have the ability to build credibility, inspire confidence and be able to demonstrate the ability to influence staff at all levels of the organisation and key external stakeholders.

The post holder will be the Executive Lead for Corporate Governance, Learning, Education and Professional Development, Organisational Design and Development, People Policies and Equality, Diversity and Inclusion.

Manx Care receives its HR services from the Office of Human Resources (OHR) which is a shared service of Isle of Man Government. Therefore the Executive Director for People and Workforce will have close working relationships with OHR and will be responsible for managing the shared service arrangements. The Executive Director for People and Workforce will have day to day line management responsibility for the Head of HR (Manx Care) employed by OHR.

All Executive Directors work as part of a cohesive team and are expected to take lead responsibility and corporate and organisation wide outcomes above and beyond their immediate responsibilities. Executive Directors share responsibility and participate in the work to promote patient and public involvement to achieve the corporate objectives of Manx Care and effective communications with all staff and strategic partners.

The Executive Director for People and Workforce will also participate in the Executive on-call rota.



4. Duties and Responsibilities

Collective Executive Director Responsibilities

- As a voting member of the Manx Care Board contribute to the effective leadership of the organisation.
- Advise and provide professional leadership to the Manx Care Board, Chief Executive and operational management teams on all HR and workforce matters. Provide professional advice to the Board on all aspects of people leadership, management and workforce strategies. Be the trusted advisor on all people issues to the Chief Executive and other members of the Board.
- Work collaboratively with the Chief Medical Officer to provide professional advice on Maintaining High Professional Standards for Doctors Framework.
- Work collaboratively with the Chief Executive and Executive Director colleagues to take collective responsibility for the delivery of all key targets and standard for Manx Care.
- All Directors are expected to work as part of a cohesive executive team and take leadresponsibility for strategic and corporate issues outside their specialist sphere of responsibility.
- Foster a team working approach to care delivery, working in partnership with other executives and senior management colleagues to ensure that good communication systems exist for all staff.
- Provide visible and effective leadership across Manx Care and foster an 'open door' style of leadership and management.
- Participate in and fulfill the requirements of the Manx Care Executive Directors' on-call arrangements.

- Fulfill all statutory responsibilities as a member of the Board and an Executive Director of Manx Care.

Professional Responsibilities

- Executive Lead for the Manx Care people and culture agenda, developing a strategy that places our staff and patients, residents and services user at the centre and ensures Manx Care is a great place to work.
- Take responsibility with other Directors for the quality of service and care provided to patients, service users and residents, the strategic direction of Manx Care, the delivery of performance and the financial targets.
- Be responsible as a member of the Board for identifying the changing dynamics of the organisation, the services it provides and the stakeholders concerned to lead Manx Care towards successful outcomes, professionally leading on organisational development and design.
- Represent, and act as an ambassador for the organisation, acting as a role model at all times, demonstrating and promoting the organisation's values and expected behaviours.
- Responsible for building and maintaining positive relationships and effective partnership working with key stakeholders.
- Manage the shared service arrangement with Isle of Man Government OHR function.
- Executive lead for all legal matters relating to employment and the corporate governance of Manx Care.
- Executive lead for learning, education, leadership and professional development for the workforce, including the management of the Education Centre, working closely with other executive colleagues on staff group specific professional development matters.
- Executive lead for staff communications and engagement approaches.
- Executive lead for temporary staffing use in Manx Care.
- Executive Lead for Industrial Relations.

Strategy/Organisational Design and Development

- Lead on the development of the Manx Care People, Culture and Engagement strategy ensuring this is inclusive, and enables best practice people strategies.
- Work with the Chief Executive and the Board to develop and deliver a programme of work that meets the overall Manx Care strategic objectives.
- Ensure our Manx Care Values are replicated in the way we work, through values-based recruitment, induction and appraisal, allowing the organisation to recruit and retain people whose values resonate with our own.
- Continue to develop, implement and maintain talent management/succession planning work-streams to deliver a highly skilled workforce.

- Facilitate ongoing delivery of improvement of the organisation's results in staff surveys, with an improvement trajectory in line with the organisation's strategic objectives.
- Management of the Workforce and Culture Team.
- Professionally lead all organisational development and design activities, working closely with the Board and Executive colleagues to support the delivery of a fully integrated care approach to Health and Social Care on the Isle of Man.
- Provide professional leadership and be the trusted adviser to the Board on organisational development interventions to maintain the progress of Manx Care's independence as an arms-length body.

Corporate Governance and Legal

- Lead and manage all legal matters relating to employment and corporate governance.
- Provide instruction to AGC for Employment and Equality Tribunal proceedings brought against Manx Care.
- Manage the Legal Team.

Workforce Planning, Information and Productivity

- Lead the development of effective workforce planning and modeling across Manx Care, ensure the production and implementation of workforce plans for all our service areas in line with our strategic objectives, and engage as required, in wider system workforce planning so that local plans take account of Island priorities and vice versa.
- Ensure that Manx Care has effective recruitment and retention plans in place to minimise staff turnover and reduce the reduction and reliance of agency staff.
- Ensure the provision of good quality and timely workforce information to the Board and senior leaders to support effective strategic planning and management of our workforce. Use workforce data to develop relevant responses to issues that are highlighted in the data, raising any issues where these may arise.
- Provide and maintain effective workforce information systems and develop workforce intelligence to support the organisational performance management systems.
- Define and report on a set of comprehensive workforce key performance indicators (KPIs) and metrics, work across Care Group and Corporate teams to drive workforce performance into the upper quartile, and create robust workforce performance management arrangements that will ensure that the organisation meets its Mandate and Board-set standards and targets.
- Manage the Temporary Staffing Office.

Staff Engagement and Wellbeing

- Make every person matter by developing a staff engagement strategy and action plan that allows Manx Care to take a holistic approach to staff and their individual needs.
- Use staff feedback to develop strategy and programmes of work that respond to the feedback received.

- Ensure effective Occupational Health & Well-being plans for Manx Care are in place, working closely with the Isle of Man Government Occupational Health Team.
- Oversee the health and well-being of staff by the development of a wellbeing strategy and health, wellbeing and welfare programmes that supports and allows staff to take responsibility for their own well-being.
- Support the development of a culture where people at all levels feel able and supported to speak up about any concerns they may have.
- Work closely with Trade Unions to develop excellent partnership relationships to better the experience of all staff at Manx Care and lead on Industrial Relations.

HR Service Delivery (provided by Shared Service with OHR)

- Ensure that all shared services provided by Government Office of Human Resources HR are effective and efficient and meet the needs of our service users, ensuring any issues of concern are managed in a proactive manner.
- Continually review and refresh the OHR Shared Service agreement to reflect the evolving nature of the needs of Manx Care in negotiation with the Cabinet Office.
- Develop a suite of core People Policies for the Manx Care workforce in partnership with Trade Union colleagues
- Ensure that HR professional advisory services are fit for purpose and are fully aligned with and complementary to the operational services.
- Ensure that HR business arrangements are fully embedded and that line management takes ownership for people management and development activities.
- Ensure that a mechanism is in place to measure the effectiveness of all aspects of the service provided by OHR, using the Shared Services Agreement as the basis for the accountabilities.
- Ensure regular relationship management meetings are held with OHR to monitor the performance and delivery of the Shared Service functions provided to Manx Care.
- Provide professional oversight on behalf of the Board on all employee relations casework issues.

Training and Education

- Work with Executive Directors and senior leaders, develop leadership capacity and capability throughout the organisation to support enhanced performance, recruitment and retention and job satisfaction and engagement of staff.
- Take the lead role in developing and putting a cohesive leadership strategy in place that factors in talent management, succession planning and future organisational leadership requirements.
- Provide leadership for the continued evolution of learning and development opportunities for our staff, work in partnership with other organisations as needed and foster innovation and creativity.
- Lead and manage the Education Centre, developing its potential as the professional and leadership development centre for the Manx Care workforce.

- Work collaboratively with the Executive Director of Nursing and AHPs to ensure that clinical education and training programmes are regularly reviewed and developed to ensure that the competence of the nursing, midwifery and allied health professional workforce meets the changing needs of modern healthcare practice and ensure staff are competent to practice in accordance with regulatory standards.

Equality Diversity and Inclusion

- Develop a comprehensive Equality, Diversity and Inclusion Strategy for Manx Care to include modern best practice approaches to development of an inclusive culture across the organisation.
- Ensure that inclusion is central to all that we do at Manx Care through the development of relevant policies, procedures and protocols.
- As the executive lead for diversity and inclusion, develop and monitor our improvement plans to exceed the expectations of our staff and our patients. Create a culture where we genuinely celebrate the diversity of our organisation and community.
- Work with our leaders and staff representatives to create an inclusive culture where everyone's voice and experience matters, including engaging staff through the Equality, Diversity and Inclusion Committee and via the organisation's Staff Networks.
- Ensure the organisation meets all legal EDI requirements, including the introduction of Equality Impact Assessments and any other requirements as defined by the Board.

Leadership and Management

- Provide professional leadership and management of the directly managed teams.
- Support the development of capacity and capability in teams and for managers across the organisation.
- Pro-actively promote a high performance culture and positive customer service ethos in all services, acting as a role model for collaborative working between Directorates.

What do I need to be successful in this role?

Person Specification		
Attribute	Essential Desirable	Method of Assessment
QUALIFICATIONS AND TRAINING		
Masters Degree level education or equivalent experience	E	CV
Chartered Fellow of CIPD	E	CV
Professional OD and / or Training and / or HR qualification and equivalent experience	E	CV
Evidence of strong continuing professional development	E	CV

KNOWLEDGE AND EXPERIENCE		
Previous experience in a Health or Social Care organisation at, or close to, Board level	E	CV/Interview
Experience of developing an integrated approach to service design and delivery (both internal and external to Manx Care)	E	CV/Interview
Proven credibility in leading transformational change, establishing a high-performance culture that puts people at the centre of how we work	E	CV/Interview
Proven experience of operating at corporate level developing corporate objectives, policies and strategies within political and governance frameworks	E	CV/Interview
Experience of productive and collaborative partnerships to deliver services, including experience in working with communities/connecting people to communities, developing resilient and sustainable communities etc	E	CV/Interview
Experience of delivery of effective Equality, Inclusion and Diversity approaches with a proven track record of success and advanced knowledge of the legal requirements in this area	E	CV/Interview
Up to date professional knowledge of employment legislation, including Isle of Man employment law and relevant UK law where applicable	E	CV/Interview
Proven experience of the application of effective organisational design and development interventions that have enabled organisations to deliver on their strategic objectives	E	CV/Interview
Capability		

Expert functional knowledge of human resource management and experience of advising Boards on complex people management issues	E	CV/Interview
Proven credibility in senior leadership positions strategically leading a collaborative approach to high quality outcomes	E	CV/Interview
Providing a suitable leadership style/approach which is visible, enabling, compassionate, restorative practice approach	E	CV/Interview
Excellent interpersonal and communication skills, effectively adapting style to engage with others (experience of working in a political environment would be advantageous but not essential)	E	CV/Interview
Promoting diversity, equality of opportunity and preventing discrimination	E	CV/Interview
Maintain an up-to-date knowledge of current thinking in the People Professions and ability to have a broad outlook beyond the profession. Be alert to emerging issues or trends within the Isle of Man government or nationally which might impact upon Manx Care and our workforce. Share information and knowledge with others.	E	CV/Interview

Highly developed negotiating influencing and presentation skills to different audiences	E	CV/Interview
Able to make strong, well- informed, inclusive and decisive decisions	E	CV/Interview
Seeks agreement and consensus but constructively challenges where appropriate	E	CV/Interview
Committed to collaborative working, resolves problems creatively and pragmatically. Experience in relation to public engagement co-production and co-design	E	CV/Interview
Capable of creating an environment that promotes creativity and innovation	E	CV/Interview
Character		
Professional and personal integrity, openness and awareness of others with the ability to work collegiately as an effective member of the Executive Leadership	E	Interview
Develops trust and confidence through inclusivity	E	Interview
Promotes resilience by being open and honest about challenges and the actions required to address unexpected developments	E	Interview
Balances strategic thinking with operational responsibility and accountability	E	Interview
Strong personal values that align with the Manx Care Values and emotional resilience	E	Interview

Commitment to a compassionate and empathetic/emotional intelligent approach, including fairness and equality and a record of promoting and delivering positive solutions to diversity, inequality and prevention of discrimination	E	Interview
Other Requirements		
Able to work out of hours	E	CV/Interview
Ability to work across multiple sites	E	CV/Interview
Satisfactory Police Check	E	Pre-employment Checks
Isle of Man Worker	D	Application