

Person Specification and Further Information for Job Applicants



Scottish Government
Riaghaltas na h-Alba
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Job Title	Head of Operation (Health and Social Care)
Contract Type	This is a permanent and pensionable appointment
Business Area	Health and Social Care Operations
Main Location	220 High Street, Glasgow or 50 North Lindsay Street, Dundee with some Remote Working
Salary	£74,779 - £77,340
Nationality Requirements	<p>From 1 January 2021 the civil service nationality rules, that apply throughout the UK, will be amended to reflect the UK's exit from the European Union. It remains the case that you will be eligible to apply for any job in the Scottish Government if you are:</p> <ul style="list-style-type: none"> - a UK national or have dual nationality with one part being British; - a national of the Republic of Ireland; or - a national of a Commonwealth country. <p>In addition, you will be eligible to apply for a Scottish government job if you are:</p> <ul style="list-style-type: none"> - a national of any of the member states of the European Economic Area (EEA) or Switzerland who is already working in the UK Civil Service; - a national of any of the member states of the EEA or Switzerland who has built up the right to work in the Civil Service and has leave to remain in the UK either through the EU Settlement Scheme or limited or indefinite leave to remain; or - a certain category of family member of a relevant national of any of the member states of the EEA or Switzerland. <p>Further information about civil service nationality rules is available here.</p>
Working Pattern	This is a full time vacancy, however applications from people wishing to work an alternative working pattern will be considered.
Guaranteed Interview Scheme	Applicants claiming a guaranteed interview will be invited for further assessment should they meet the minimum essential criteria listed in this document.
Reserve List	In the event that further posts are required, a reserve list of successful candidates will be kept for up to 9 months.
Security	Good security is a priority for the Scottish Government and all employees play a key role in keeping the organisation safe, secure and resilient. A Baseline Personnel Security Standard (BPSS) check will be carried out as part of the pre-employment checks for this role, as is standard with all Scottish Government posts. Additional security checks may also be required if a higher level of clearance is required for this post.

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Further Information	<p>Further information on the post is available from Jillian Fraser who can be contacted on jillian.fraser@socialsecurity.gov.scot to arrange an informal chat.</p> <p>If you have any queries relating to your eligibility on the grounds of Nationality or Qualifications, or if you have any difficulty applying for this role, please contact recruitment@socialsecurity.gov.scot.</p> <p>To apply, please submit a CV and a personal statement (of no more than 500 words) outlining your relevant skills and qualifications for the role and demonstrating how you meet the essential criteria. Remember, this must be evidence based and your answers should be clear, concise and reflect what actions you undertook. You may want to use the STAR(R) approach to respond to each criterion.</p>
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Information about the Business Area

Social Security Scotland is a new and exciting Executive Agency of the Scottish Government set up to deliver devolved and new benefits. We are a values based organisation delivering Social Security services with dignity, fairness and respect to people from all walks of life including carers, young people and people on low incomes.

We are in a period of rapid growth and are looking to recruit a motivated and experienced senior manager for the position of Head of Operations (Health & Social Care) . The successful candidate will support service expansion and development ,will contribute to continual improvement of operational policy, business planning , corporate governance and strategic communications.

This is an exciting time to join us and this role will offer the successful candidate will help shape the development of these new services and ensure we make the right decisions for our clients.

Information about the Role

This is an excellent opportunity for an experienced manager with a proven track record in managing change and delivering results within a Health and Social Care environment to join us. As a relatively new organisation the successful candidate will be pivotal in the development of our service.

You will be a strategic thinker with strong leadership and influencing skills who is able to develop and continually improve the service through service improvement and coaching colleagues. You will lead teams in service improvements and change in addition to having the ability to strategically advise on multi-disciplinary workforce developments and opportunities

The successful candidate will embody our core values of dignity, fairness and respect and contribute to the development of a client focused culture

Specific Duties

1. Lead and direct Health and Social Care Operations within Social Security Scotland.
2. Contribute to the strategic development of the Agency, as a key member of the Agency's Senior Leadership Team, leading on those elements of strategy and business planning that directly relate to Clinical Operations.
3. Lead on Corporate Governance within the clinical / professional structures ensuring it aligns with the Social Security Directorate and that timely and robust operational input to the governance of the Transformation Programme is provided.
4. Lead on Policy interpretation and dissemination and work closely with Policy colleagues in the Scottish Government to ensure that Agency expertise is part of the wider policy development cycle and share intelligence on the practical operation of policy.



5. Manage risk, understand trends and evaluate strategies to improve business operations, analyse performance and delivery costs, input advice and guidance to complex queries and provide client and stakeholder engagement.
6. Lead change and service re-design as part of the transformation programmes across Health and Social Care Operations.
7. Ensure that teams are appropriately supported across the service in managing/coping with change. This will include, leading on continuous improvement, learning from Pilot experience and making recommendations for re-design.
8. Set, monitor and deliver operational goals, ensuring that these are communicated and embedded effectively Nationally across the service.
9. Work closely with senior colleagues in the wider Social Security Directorate, including Policy and Programme teams, to meet the service delivery commitments and vision.
10. Lead the development of effective specialist processes that support the delivery of a clinical service ensuring that these are effectively implemented and embedded in a complex operational delivery environment.
11. Oversee all communication functions ensuring that the team is delivering against business needs of both Social Security Scotland and the Scottish Government Social Security Programme. This function will be key in setting the tone of messages, raising awareness of our clinical structure and supporting take up of our services.
12. Contribute to the development of digital services and support functions that will offer an exemplary service to individuals of Scotland, treating them with respect and dignity.

Essential Criteria

You will be asked to provide evidence of how you meet these criteria in your application.

- Educated to Masters level in a relevant discipline or equivalent with postgraduate qualification or professional qualification and membership in a relevant area of knowledge, or equivalent experience.
- Extensive experience of operating, communicating and building strong stakeholder relationships at the most senior levels.
- Experience of leading and working in a complex health organisation
- Experience of managing multi-agency / professional health and social care teams
- A proven track record of managing change and service delivery

During the application process you will be asked to provide specific evidence based examples to demonstrate how you meet the criteria. Please ensure that provide specific evidence – you may wish to follow to STARR format (Situation, Task, Action, Result, and Reflection).

- Situation – give a *brief* outline of the context
- Task – What did you want to achieve? What were your aims / objectives?
- Action – What did you personally do?
- Result – What was the result?
- Reflection – Do you have reflections on the event? How have you applied this learning since? What would you do differently next time?

Where the criteria states that you must hold a qualification, you need only state that you do or do not hold the qualification and provide any other information you feel relevant. We would recommend that you prepare your answers before you begin the online application process.

Competencies Required

Here are details of the Competencies required for this role and you will be tested against these competencies if you are invited to attend the interview/assessment.

- [Scottish Government Competencies \(PDF\)](#)
- [Competencies for Band C Roles \(PDF\)](#)
- People Management
- Leading Others
- Communications and Engagement
- Analysis and Use of Evidence
- Improving Performance
- Financial Management

Political Activity

All appointees to the Civil Service must be able to fully comply with the requirements of the [Civil Service Code](#) and are expected to carry out their role with dedication and a commitment to the Civil Service and its core values: which are Honesty, Integrity, Objectivity and Impartiality. As part of this, some restrictions are placed on political activity. You will see that there is a question regarding such activity on the application form. A positive response to this question should not affect the consideration of your application, but is likely to mean that you will be asked additional questions at interview. What you then say at interview will clarify if you meet the requirements of the Civil Service Code.

The Civil Service Code states that:

You must

- Serve the government, whatever its political persuasion, to the best of your ability in a way which maintains political impartiality and is in line with the requirements of this code, no matter what your own political beliefs are
- Act in a way which deserves and retains the confidence of ministers, while at the same time ensuring that you will be able to establish the same relationship with those whom you may be required to serve in some future government
- Comply with any restrictions that have been laid down on your political activities

You must not

- Act in a way that is determined by party political considerations, or use official resources for party political purposes
- Allow your personal political views to determine any advice you give or your actions.

Pre-Employment Security and Eligibility Checks

If you are successful, and are not currently a serving member of the Civil Service, we will as part of the Scottish Governments pre-employment process carry out the following enquiries into your identity, employment/academic history, nationality and immigration status, 'unspent' criminal record (Disclosure certificate), health and other matters, to ensure that you are qualified for the appointment.

Further details on these checks are available to view [here](#).

Completion of Pre-Employment Security and Eligibility Checks

When the pre-employment enquiries are satisfactorily completed to our standard, we will then make you a formal offer of appointment and you will be expected to take up appointment as soon as possible. If you have any question about our pre-employment checks please do not hesitate to get in touch.



Selection

We have a two stage selection process. The first stage is where we review your application form to decide if it does or does not meet the Essential Criteria. Those who meet the Essential Criteria will normally be selected for the next stage of assessment. It is therefore important that you complete your application as fully, but concisely, as possible to demonstrate how you meet the criteria for the post. Please ensure that you study the selection criteria carefully before you complete your application.

The next stage of assessment will be a competency based interview and in most circumstances this will be accompanied by other forms of assessment such as a presentation or written test. You will be given further details about the competency based interview and other assessment elements with your letter of invitation. The data we collect throughout the selection process will be held and used in accordance with the terms of the Data Protection Act.

Interview Expenses

Travel and subsistence expenses incurred during the selection process are the responsibility of the applicant.

Diversity Monitoring Form

Information given on the diversity monitoring form will be treated in strictest confidence and will be retained by HR for monitoring purposes. It will be kept separately from your application form and will not be made available to those involved in the selection decision. Guidance on the Diversity Monitoring Form and why we ask you to complete it is available on our [website](#).

Disability

We are participants in the Jobcentre Plus “Positive about Disabled People” scheme. Under the terms of the scheme, all candidates who consider themselves to be disabled in terms of the Equality Act 2010, and who meet the essential minimum criteria for the post, will be guaranteed an interview. Note: The Equality Act 2010 states that a person has a disability if they have a physical or mental impairment and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. A 'substantial disadvantage' is a disadvantage which is more than minor or trivial. 'Long-term' means that the effect of the impairment has lasted or is likely to last for at least twelve months (there are special rules covering recurring conditions). Further guidance in relation to the meaning of disability is accessible on the Equality and Human Rights Commission [website](#).

We will also ensure that we consider and implement any reasonable adjustments you may require to attend for interview or during the course of your employment, should you be successful in securing a post.



Starting Salary

We expect that all new entrants will join us on the minimum of the advertised pay range.

Working Pattern

The standard working week is a 5 day week of 37 hours, net of lunch breaks. You may have the scope to participate in the Scottish Government's flexible working scheme. Consideration will be given to candidates interested in part-time or other non-standard working patterns and in-line with best practice, the Scottish Government has extended to all staff the right to request a flexible working pattern. All requests will be seriously considered.

Annual Leave (pro rata for part-time)

You will have an annual leave allowance of 5 weeks, rising to 6 weeks after 4 years. In addition, the Scottish Government observes 11½ days public and privilege holidays, dates of which are set annually.

Probation

You will be required to serve a probationary period of 9 months and confirmation of your appointment is dependent on the satisfactory completion of this probation period in terms of performance, conduct and attendance.

Travel and Subsistence

Subsistence allowances and travelling expenses on official duty are paid. The cost of normal daily travel between home and office is not reimbursable.

Sick Absence

You are expected to attend for work. However, we do recognise that 100% attendance may not be possible on occasions when you are unwell. We have an attendance management policy in place that makes it clear the level of attendance that the Scottish Government expects and what may happen if this cannot be achieved. The policy outlines the support offered to staff during periods of illness and the assistance available to help them back to work.

Retirement

The Scottish Government has a "no retirement age" policy for staff in Bands A-C. This means that you are free to continue in employment for as long as you wish. Continued employment will remain subject to the normal rules concerning performance, conduct and attendance.



Outside Activities

As a civil servant, you may not take part in any activity which would in any way impair your usefulness to the Service, or engage in any occupation which may conflict with the interests of the Scottish Government or be inconsistent with your official position. Subject to these conditions, and in some circumstances prior permission being sought, work of a minor or short-term nature (for example, vacation work or work after hours) is normally allowed. Also for health and safety purposes you should notify HR if you have more than one job. You will also be subject to certain restrictions, depending on your grade and the nature of your work, on national and local political activities. These include standing as a candidate in parliamentary or local authority elections, or canvassing on behalf of candidates; and expressing views on matters of political controversy in public speeches or publications.

The Civil Service Commission

The Department's recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition. Details of how this principle should be applied can be found at the Civil Service Commission [website](#). If you feel that your application has not been treated in accordance with the Commission's guidance and you wish to make a complaint, you should write to Head of Resourcing, F Spur, Saughton House, Broomhouse Drive, Edinburgh, EH11 3XD in the first instance. If you are not satisfied with the response you receive, you can contact the Office of the Civil Service Commission.

Civil Service Values

As a civil servant, you are appointed on merit on the basis of fair and open competition and are expected to carry out your role with dedication and a commitment to the Civil Service and its core values: Integrity, Honesty, Objectivity and Impartiality. These values are set out in the [Civil Service Code](#).

'Integrity'

Putting the obligations of public service above your own personal interests;

'Honesty'

Being truthful and open;

'Objectivity'

Basing your advice and decisions on rigorous analysis of the evidence; and

'Impartiality'

Acting solely according to the merits of the case and serving equally well Governments of different political persuasions.