DIRECTOR OF WORKFORCE
ROLE REMIT

Job summary

Reporting to the chief executive, the director of workforce will be accountable for the design, development and effective implementation of all workforce, education, training and organisational development strategies. All strategies will be focused on ensuring high-quality, safe patient care and will be underpinned by the organisation’s vision and values and by the NHS Constitution.

As well as having professional qualifications in human resources and organisational development, including CIPD accreditation, the director of workforce will have a broader skill set that will enable them to carry multiple portfolios. This could include communications and stakeholder engagement, fundraising, integrated governance and strategy, business development and programme management.

The director of workforce will act as a role model for NHS values and the NHS Constitution.

The director of workforce plays a crucial role in the integrated care system transformation across footprints.

Key accountabilities and responsibilities

Developing a compelling vision and narrative

— Leading the development of the organisation’s vision and goals.

— Leading the staff engagement strategy to ensure staff understand the organisation’s vision and goals and that each individual can articulate how their job contributes to them.

— Leading the development of workforce strategies, policies and processes that deliver the organisation’s vision and goals. For example, staff engagement, staff experience (including health and wellbeing and diversity and inclusion), appraisal, individual, team and service performance improvement.

— Leading strategic workforce transformation in the context of financial and supply challenges. Including responding to service redesign and technological advancement by developing new ways of working.

— Ensuring all organisational strategies are underpinned by the NHS Constitution.

Ensuring clear accountabilities and effective processes to measure performance and address concerns

— Leading board development programmes to reinforce accountability for maintaining standards of care and ensuring effective board behaviours in line with organisational and NHS values.

— Leading workforce development strategies, including statutory and mandatory training, to support delivery of high-quality and safe patient care.

— Providing accessible, open and transparent workforce information that can be used with other organisational metrics on quality and safety.

— Developing the reward and remuneration strategies and to play a lead advisory role in remuneration committees.

— Developing and implementing transparent and fair policies and processes that allow staff to raise concerns about quality and safety and that result in concerns being resolved.
Developing an open and transparent culture, focused on improving quality

- Developing the organisation’s leadership strategy and development plan, ensuring it is sufficiently resourced, effectively implemented and regularly reviewed.
- Developing the organisation’s values and behaviours framework, which acts as a golden thread through all workforce strategies, policies and processes.
- Leading the development, implementation and monitoring of the workforce engagement strategy to ensure that all staff understand the values and behaviours of the organisation and to enable all staff to play a part in the organisation’s decision-making processes.
- Leading the development of interventions and assessments that provide insights into the organisational culture and ensuring remedial action is taken when required.
- Leading the workforce communications strategy to reinforce the organisation’s culture and values.

Engaging and valuing staff and patients

- Championing the NHS Staff Survey, and other staff opinion reviews, and developing mechanisms for staff to be involved in decision-making.
- Developing a strategy and implementation plan for capturing staff views. Ensuring all board members and senior managers have opportunities to listen to staff and act on feedback.
- Leading the development of workforce indicators that can be compared with other organisational metrics around workforce engagement and improvements in patient care.
- Leading workforce satisfaction benchmarking to inform the continuous development of the engagement strategy.
- Leading a line manager development strategy to reinforce workforce engagement and the ability to address staff concerns.
- Leading the organisation’s employee relations strategy and acting as the lead executive for partnership working.

Continuous learning, innovation and improvement

- Leading the development and implementation of the learning, innovation and improvement strategy, ensuring that staff have the resources to be able to contribute to change and innovation in the organisation.
- Leading board and senior management engagement and support to enable staff to innovate and improve.
- Leading the board committee with oversight for workforce education and training.
- Leading team development in performance metrics and service/system improvement processes to continuously improve patient safety and care.
- Leading the development of organisational workforce planning processes, including the development of new job roles, multi-disciplinary team working and service redesign.
- Leading the organisation’s research and development strategy, establishing relevant external links and partnerships to drive innovation and improvement.
- Leading the organisation’s strategy to secure external reward and recognition of innovation, improvement and best practice approaches.
- Playing a leading role in development of and supporting the implementation of the workforce strategy of the integrated care system (ICS).
Person specification

This person specification is based on the NHS North West Leadership Academy’s essential ingredients for NHS and social care leaders.

Resilience and tenacity

Has integrity and self-awareness. Responds constructively to challenge. Uses initiative and has a can-do attitude. Overcomes obstacles and is resilient in the face of adversity.

Moral purpose

Has vision and a sense of what is possible for service users and local populations around quality, reducing health inequalities and inclusivity. Acts as a role model for NHS values. Displays compassion and engages with patients and public.

Strategic, external focus and whole-systems thinking

Uses complex information to make operational decisions. Links information with understanding and anticipates the impacts and risk. Has a vision of what the future will look like and the steps needed to get there.

Commercial understanding, creativity, business focus


Ability to think differently and make things happen

Holds self and others to account. Takes responsibility and learns from successes/failures. Knows the organisation. Prioritises and manages competing clinical and corporate tasks. Has desire to achieve or exceed performance goals and objectives for the organisation.

Authentic leadership – self

Has integrity and is honest. Accepts own limitations. Learns from own mistakes. Is courageous, committed and able to understand diverse interest groups and power bases. Shows political astuteness. Is visible and approachable. Communicates consistently and clearly. Adapts leadership style. Takes responsibility. Is empathetic.

Authentic leadership – others


Playing a leading role in support of the workforce strategy for the integrated care system
