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| **Job Specification; Sample Content**  **Change and Improvement Manager, Grade VIII (0655)** | |
| **The following template provides sample content for the above role.**  **Please refer to the latest National Job Specification Template on the HSE Job Specification Repository to create your full and final version.**  **Guidance for pitching job specifications for General Manager and Grade VII level Change and Improvement Manager posts:**  **Is change management and / or improvement a core function of the role? If yes, the Job Title should clearly indicate this. Examples:**   * *Change and Project Management Lead* * *Change and Improvement Manager* * *Change and Improvement Practitioner* * *Change Facilitator*   **Grade Code**  Aligned to the Clerical / Admin Grade structure, at what grade is the job positioned?  Grade will be approved through the agreed national process. You will have already considered the Grade at the approval process.  The following is for guidance only and needs to be considered aligned to the purpose, responsibility, and complexity of the role:   * **General Manager** (Grade Code 0161) will have lead responsibility for delivering large scale complex change at whole system level. * **Grade VIII** (Grade Code 0655) will have lead responsibility for a large to medium scale change initiative at functional / service level. This may also include some Change Practitioner roles who act as internal consultants to a portfolio of change initiatives. * **Grade VII** (Grade Code 0582) will work as part of a team as a Change Facilitator or Change Lead at service level.   **This example Job Specification is for a Grade VIII (0655) position.** | |
| **Key Working Relationships** | **Guidance Note:**  Change management roles are very dependent on collaborative working relationships. The following should be amended to reflect the breadth and depth of connections needed.  The post holder will develop effective working relationships with: examples might include the following – *amend as needed for the role:*  **Nationally**   * HSE Clinical Design and Innovation Team(Office of Chief Clinical Officer). * Quality Improvement Team. * National Clinical Programmes (Models of Care, Clinical Care Pathways, Service Design). * National Clinical Leadership Centre for Nursing and Midwifery, Health and Social Care * Professions, NDTD and Spark Innovation Programme. * Strategic Transformation / Healthcare Strategy. * Sláintecare Programme Implementation Office. * Academic Sectors, Public Service Organisations and others.   **National and within CHOs, Hospital Groups**   * HR Colleagues in development roles – Leadership Academy, OD, LETD, Staff Engagement, Heads of HR, etc. * Nursing and Midwifery Planning and Development Units. * Quality, Patient Safety and Service Improvement Teams. * Service improvement / reform teams (i.e. in mental health). * Chief Officers / CEOs and their Leadership Teams. * Community Health Operations Improvement and Change Team. * Hospital Group and / or Community Operations Management Teams. * Voluntary / funded agencies. * HR, Finance, Communication and Business Information Leads. * ICT and Digital Leads.   **Programme Management / Transformation Offices –** delivery system   * Programme Management Offices / Change and Improvement Teams, Sláintecare Innovation Fund Project Leads. * Network Managers (Primary Care, Disability Services etc.). * Clinical Leaders and Heads of Service.   **Change and Project Leads aligned to national programmes**   * Service / digital innovators, HSeLanD and Change & Innovation Hub collaborators, e-Learning providers. * Health Business Services (HBS): Integrated Financial Management System (IFMS), National Estates Information System (NEIS), National integrated Staff Records and Pay (NiSRP). * Office of the Chief Information Officer. * Digital Academy. * National Communications. * Other internal / external stakeholders as appropriate including academic providers. |
| **Purpose of the Post** | **Guidance Note:**  We have used a **Change and Improvement Manager Grade VIII** as an example – please adapt as appropriate  What is the overall high level purpose of the job?  This is likely to be an early consideration and it will define the Job Title and the Grade. The high level statement relates to the core responsibility of the post.  As Change and Improvement Manager you will:   1. **Lead the change initiative** (*name it if appropriate*) to ensure it delivers the agreed outcomes for service users and the organisation on time and on budget. Take on (*as appropriate*) supervisory responsibility to work with others in the organisation to deliver on the agreed programme of work. 2. Work **collaboratively with multiple stakeholders** to increase employee and service user engagement to design and deliver change management strategies and plans. 3. Focus on **people and cultural change** including **person centred design** by improving readiness and addressing resistance, assessing the impact for people and developing appropriate interventions. 4. **Define, design and deliver optimal change and improvement outcomes** focusing on adaption, utilisation of and proficiency with new ways of working / practice changes to add public and staff support and increase return on investment. 5. Build change capacity as a **change coach for senior leaders** **and managers** at all levels in helping them fulfil the role of change leader / sponsor as they support their direct reports through transitions. 6. Be a key member of (*or Lead*) project teams in **integrating change management** activities with a particular focus on the people aspects of change into project plans. |
| **Principal Duties and Responsibilities** | **Guidance Note:**  **Sample provided is for a Change and Improvement Manager (Grade VIII) in a lead role. Please amend to reflect the specifics of the change initiative and also to reflect the responsibilities of the Grade.**  ***Note:*** *some roles may include defining and designing changes to patient / service user pathways, service redesign, business process improvements, changes to systems and technology, revised job roles, team developments, changes to organisation design and structures, focused service improvements etc. The job spec could outline some of the anticipated changes.*  ***For Example:***  *As Change and Improvement Manager you will*  **Leadership and delivery of change**  **Lead the change initiative** (name it if appropriate) to ensure it delivers the agreed outcomes for service users and the organisation on time and on budget. Take on as appropriate supervisory responsibility to work with others in the organisation to deliver on the agreed programme of work.   * Adopt a strategic and integrated approach to change and improvement in developing and agreeing change and project plans in line with the organisational policy on change – *Health Services Change Guide* www.hse.ie/changeguide * Attend to the overall governance of the change initiative to deliver on agreed outcomes within the agreed timeframes and budgets. *Adapt as necessary depending on role.* * Define key metrics and outcomes that align with people and culture change targets and deliver a tailored programme of work that delivers public and staff value. * Provide support and guidance to CEOs / Chief Officers to enable the service to reorganise and adapt to change and improvement taking into account multiple perspectives from internal and external stakeholders. * Be an advocate and thought leader for change and service improvement optimising technology, innovation and learning in the context of people and culture change initiatives. * Design and deliver change interventions and project plans to maximise involvement, strengthen ownership and deliver on the shared purpose. * Keep up to date in relation to the evidence on change and innovation examining best practice and developing partnerships across sectors to improve change capacity.   **Working with and through others – influencing to achieve agreed outcomes**  Work**collaboratively with multiple stakeholders**to increase employee and service user engagement to design and deliver change management strategies and plans.   * Apply the organisation policy set out in the Health Services Change Guide to design and deliver effective change programmes and project plans working collaboratively with a range of stakeholders. * Develop effective and robust collaborative / team working relationships with key internal and external stakeholders appropriate to the change initiative including: * Medical, Nursing, Health & Social Care, Business Managers * Colleagues in management roles – Community Health Care Organisation, Hospital Groups etc. * Staff representative associations * Public representatives * Clinical and service leaders * Consumer and patient groups * Voluntary providers * Private providers as appropriate e.g. nursing homes * Prioritise the design and continuous delivery of proactive and consistent engagement and communication plans in relation to the change and project initiative. * Proactively engage with multiple stakeholders, involve them in defining the need for the planned improvement and assess their readiness to be involved. * Engage with other agencies / voluntary organisations to develop cross-sectional support systems to enable and support the integration and spread of new ways of working. * Work collaboratively with other teams and services including Strategic Transformation / Clinical Design and Innovation Team *(amend as appropriate)* and other related service and business transformation programmes to ensure change and project plans are integrated and impact assessed for organisational / service area readiness and delivery of improved service user outcomes. * Utilise all available digital and other platforms to deliver the widest possible stakeholder involvement.   **Prioritise focus on people and culture change and person centred design**  Focus on **people and cultural change** including **person centred design** by improving readiness and addressing resistance, assessing the impact for people and developing appropriate interventions.   * Apply the required expertise, knowledge and skills in people and culture change including human-centred design that is future focused for complex health and social care services and that places people’s needs at the centre of service developments. * Develop plans utilising human-centred design principlestaking public value into account:   1. What people need?   2. What is technically and organisationally feasible within appropriate regulatory and legislative requirements?   3. What is financially viable within a public value context? * Assess and analyse the change impact from a people and culture perspective and design interventions to increase ownership and improve adaption to new ways of working and delivering services. * Identify and work with anticipated resistance to find an agreed approach to address concerns. * Be responsible for delivery of key change and improvement targets by ensuring an appropriate tracking and reporting system is put in place to measure progress. * Report to the CEO / Chief Officer or others as appropriate in relation to progress and plans to mitigate any key challenges.   **Define, design and deliver optimal change and improvement outcomes**  **Define, design and deliver optimal change and improvement outcomes** focusing on adoption, utilisation of and proficiency with new ways of working / practice changes to add public and staff value and increase return on investment.   * Manage the change portfolio as required. * Work with line managers (and others as appropriate) to enable and monitor progress in relation to service / work practice changes. * Participate in performance monitoring of change and project plans and be accountable at local service level for delivery of agreed outcomes. * Identify, assess, manage and monitor risks as the system transitions between the current and future ways of working and delivering services. * Work with Change and Project Teams in the development and implementation of early warning and corrective action planning systems. * Be responsible for delivery of key change and improvement targets by ensuring an appropriate tracking and reporting system is put in place to measure progress. * Report as agreed with respect to performance against planned change deliverables and within timeframes. * Liaise with HR specialists regarding issues arising at service level including working with trade union officials.   **Building change leadership capacity**  Build change capacity as a **change coach for senior leaders** **and managers** at all levels in helping them fulfil the role of change leader / sponsor as they help their direct reports through transitions.   * Support and engage senior leaders in taking up their change leadership role and in building their change capacity and skills to support effective working relationships. * Support capacity building and communities of practice by providing input and resources, and support the design and delivery of development / training programmes as appropriate to the role. * Develop change coaching supports to improve change capacity and build resilience at team and system level and participate as appropriate in Change and Improvement / Innovation Networks.   **General**   * Demonstrate pro-active commitment to all communications with internal and external stakeholders. * Engage in the HSE performance achievement process in conjunction with your Line Manager and staff as appropriate. * Have a working knowledge of the Health Information and Quality Authority (HIQA) Standards as they apply to the role for example, Standards for Healthcare, National Standards for the Prevention and Control of Healthcare Associated Infections, Hygiene Standards etc.and comply with associated HSE protocols for implementing and maintaining these standards as appropriate to the role. * To support, promote and actively participate in sustainable energy, water and waste initiatives to create a more sustainable, low carbon and efficient health service. * To act as spokesperson for the Organisation as required.   **The above Job Specification is not intended to be a definitive list of all duties involved and consequently, the post holder may be required to perform other duties as appropriate to the post which may be assigned to them from time to time and to contribute to the development of the post while in office.** |
| **Sample**  **Eligibility Criteria**  **Qualifications and/or experience** | **If the Eligibility Criteria are not listed on the HSE website then Eligibility Criteria will need to be developed, proposed to and approved by National HR.**  **Please refer to Section 6: National Eligibility Criteria of the Recruitment and Selection**  **Toolkit for further guidance and advice. [Go to HSeLanD > Hubs > Discovery**  **Zone > Human Resources > HSE Recruitment & Selection Toolkit].**  **The following Eligibility Criteria is a sample of what has been advertised**  **previously and may might help you to gain the necessary approvals for your own recruitment:**  **For Example:**  For roles which involve change / project management and / or service improvement as a core function of the role, consider including any or each of the following in this section:  **Candidates must have at the latest date of application:**   * Extensive experience of change management and / or project management and / or quality / service improvement delivering change and quality improvement initiatives in a multi-stakeholder environment such as health and social care. * Experience of leading and delivering on key strategic priorities which involve people and culture change at functional / divisional level. * Extensive experience of managing and delivering change and quality improvement projects using reliable change and project methodologies. * Have demonstrated capacity to work across sectors / services to achieve results through collaborative / team working. * Have the requisite knowledge and ability for the proper discharge of the duties of the role.   **Health**  A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.  **Character**  Each candidate for and any person holding the office must be of good character. |
| **Sample**  **Post Specific Requirements** | **Guidance Note:**  **This section may be used to specify that candidates must demonstrate particular experience deemed necessary for safe and effective performance in the role e.g.,**   * Experience in a change consultancy / change leader role to define, design, deliver effective change management strategies and programmes in a complex environment   And / or   * depth and breadth of experience in leading change initiatives in a multi-stakeholder environment   **Post specific requirements mostly relate to a specific role and might include education / experience required for a specific post in a specific location / may include specialisms e.g. ICU course or experience. We don’t include ‘Nice to have’ / ‘Desirable’ criteria – either a criterion is essential to the role or it isn't. Avoid including ‘numerical data’ here e.g. must have x no. of months / years’ experience in XXX. Instead it is more helpful to detail what it is you want the applicants to know / be able to do.** |
| **Skills, competencies and/or knowledge** | **Guidance Note:**  *For roles which involve change / project management and / or service improvement as a core function of the role, please consider what skills or knowledge is essential to carry out the post i.e. the job cannot be carried out without the use of these skills or knowledge.*   * It may be useful to examine the duties of the post and consider what specific skills a candidate would need to carry out those duties. * It is important to be specific about what exactly you are looking for i.e. rather than writing a generic “good communication skills.” Be exact in what skills are required e.g. “demonstrate good communication skills especially with regard to presentation skills and delivering complex information in understandable terms”. * In this section you can list technical skills that are needed e.g. demonstrate evidence of digital and ICT skills including the use of *(note specific requirements*).   **Example**  Below are some examples of skills, competencies or knowledge for a Change and Improvement Manager – these can be adapted to the specific level of the post under consideration:  ***For Example:***  **adi**  **Professional knowledge and experience in change practice:**  *For Example:*   * Demonstrates knowledge of current best thinking in relation to change management, organisation development, project management in complex, adaptive systems including: * Health Services Change Guide ([www.hse.ie/changeguide](http://www.hse.ie/changeguide)) * Framework for Improving Quality ([www.qualityimprovement.ie](http://www.qualityimprovement.ie)) * Relevant organisational project management and quality improvement methodologies / tools (i.e. Prince II, LEAN, PDSA, Schwartz etc.) * Demonstrates experience in taking a whole-system approach and leading large-scale organisational change efforts – *(may be relevant for some posts)* with a developed understanding of the wider health and social care context. * Demonstrates experience and knowledge of change management, project management and service improvement approaches / methods that place people’s needs at the centre with a focus on people and cultural change. * Demonstrates knowledge and experience of person centred design techniques and engagement methodologies in the delivery of person centred improvements in a multi-stakeholder environment. * Demonstrates an understanding of research and measurement with capacity to initiate and support activities relevant to the role and function of the service.   **Leadership, change and team working skills:**  *For Example:*   * Demonstrates collective leadership skills focused on relationships and networks as key to sustainable change and improvement. * Demonstrates a capacity to provide strategic direction for change and lead a team to deliver on change and innovation targets. * Demonstrates an insight into organisational ‘politics’ and power structures to lever change. * Demonstrates an ability to establish and maintain strong working relationships and credibility to work with diverse and multi-sectoral / multi-disciplinary teams / services to energise critical mass of change leaders across the system. * Demonstrates an ability to influence, reframe and negotiate, working with teams / services to openly address conflict, find common interests, explore solutions and seek resolutions. * Able to work effectively at all levels in an organisation and with a wide range of people through effective engagement/co-production approaches and methodologies.   **Critical analysis, problem solving and decision making skills:**  *For Example:*   * Demonstrates an ability to make sense of complexity, support risk taking and work with various organisational systems, particularly where other services / organisations might be affected by the change. * Demonstrates an ability help others make sense of what is going on when there is uncertainty and absence of a clear pathway. * Demonstrates an ability to analyse problems, guide and support managers and teams to address issues and find workable solutions. * Demonstrates an understanding of how people go through change with a particular understanding of personal reactions and ways to support behaviour change through building relationships and trust. * Demonstrates an ability to gather data, use evidence, rapidly assimilate and analyse information to inform, impact and assess risk, change and improvement. * Ability to demonstrate independent thought and judgement based on evaluation of evidence and circumstances. * Demonstrates a capacity to prompt divergent thinking and alternative approaches to challenge the status quo and support creative innovative solutions to complex problems.   **Organisation development and design skills:**  *For Example:*   * Demonstrates an understanding of organisation development / change management principles as core to delivering system wide change. * Demonstrates an ability to understand and work with various organisational systems using engagement / co-production approaches and methodologies. * Demonstrates experience of using improvement / change methodologies based on assessment of need, enabling others to become self-sufficient and build capacity for change and improvement across the system. * Demonstrates experience of using human-centred design thinking / practices to influence how services are improved, co-creating solutions and testing options for delivery with service users and staff. * Process improvement / process mapping skills and knowledge with a creative lens using user experiences to inform design options.   **Communication, e-Learning and innovation skills:**  *For Example:*   * Demonstrates a collaborative communication style including ability to facilitate and manage diverse groups and demonstrate active listening skills. * Demonstrates an ability to clearly articulate messages to a variety of audiences, present information in a clear and concise manner and communicate confidently orally and in writing including strong presentation skills. * Demonstrates an understanding of how adults engage in learning including via digital and e-resources and ability to support and nurture individuals and teams in developing change practices. * Demonstrates an awareness of innovative best practice and emerging trends within digital / social media / e-learning approaches with ability to progress solutions to support the facilitation of change / learning programmes. * Demonstrates an ability to develop e-learning / change resource content across multiple channels including website, social media, email and an ability to work with digital analytical tools.   **Personal effectiveness and commitment to quality services:**  *For Example:*   * Demonstrates an ability to influence others and move toward a common vision or goal. * Demonstrates a flexibility and adaptability; able to work with uncertainty and change course when needed. * Demonstrates an ability to manage deadlines, effectively handle multiple tasks, manage resources and follow through on agreed actions. * Demonstrates an ability to take personal responsibility to initiate activities, negotiate and agree a programme of work to achieve objectives and deliver agreed outcomes. * Demonstrates an ability to deal with challenging situations in a constructive way, and keep a sense of perspective and balance in difficult circumstances. * Creative and ideas driven with the ability to critically evaluate work and provide constructive feedback for improvement. * Demonstrate a strong sense of self-awareness and personal and professional integrity. * Demonstrate a willingness to learn from experience, be resilient and to persevere. |