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| **Job Specification; Sample Content****Change and Improvement Practitioner – Organisation Development, 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.** |
| **Key Working Relationships** | ***For Example:*****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.
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| **Purpose of the Post**  | ***For Example:*****Core responsibilities include:**1. Work with change and improvement / innovation colleagues to connect and lever opportunities to take a more **strategic and integrated approach** to people and culture change and human-centred design maintaining a focus on public value.
2. Build capacity for **organisation development /** **human-centred design solutions** by scaling up practices and enhancing knowledge and expertise in service design and co-production working collaboratively with colleagues nationally and at local level.
3. Optimise **innovation, e-development and learning opportunities** and **academic partnerships** to improve change capacity across the system.
4. Develop and strengthen change capability at organisational and local level through communicating, curating and optimising **e-development resources** in line with advances in technology and science.
5. Progress **Change and Improvement / Innovation Hubs / Communities of Practice** at local level to strengthen collaborative approaches.
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| **Principal Duties and Responsibilities** | ***For Example:*** *As Change and Improvement Manager you will:***Adopt a Strategic and Integrated Approach to Change and Innovation Developments** * Take a system-wide cohesive approach to the implementation of the organisational policy on change - *Health Services Change Guide* that is flexible and responsive to local contexts, aligns efforts and builds coalitions for change in the system.
* 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.
* 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.
* Define key metrics and outcomes that align with people and culture change targets and deliver a tailored programme of work that is regularly reviewed and delivers public and staff value.

**Progress Organisation Development and Human-centred Design Practice** * Develop the required expertise, knowledge and skills in organisation development and 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 and
* balances the focus on developing both skilled practitioners and generic skills.
* Promote and integrate organisation development and human-centred design principles taking public value into account:
* What people need?
* What is technically and organisationally feasible within appropriate regulatory and legislative requirements?
* What is financially viable within a public value context?
* Work collaboratively with the Clinical Design and Innovation Team and other related service and business transformation programmes in relation to influencing and developing OD practice and human-centred design.
* Support local managers, Project Management Offices, HR colleagues and change practitioners across the system to improve capacity for change, service design and innovation in line with Sláintecare and national / local priorities.

**Progress Change and Innovation e-Developments** * Develop a strategic digital/multi-media plan to lead innovative e-development solutions to improve change capacity.
* Work with academic partners to integrate the Change Guide into academic programmes at all level. Target programmes that educate health and social care professions and leaders.
* Work with academic partners to develop appropriate accredited programmes to develop change capacity utilising curriculum development expertise as appropriate.
* Work with curriculum developers to ensure that change and innovation programmes and resources translate from theory to practical application in the work setting.
* Develop collaboratively a suite of change modules and design interventions that are targeted at improving change knowledge, skills and capabilities.
* Implement digital communications campaigns to maintain a consistent focus on the Health Services Change Guide and increase its reach and relevance across the system using social media and digital platforms.

**Develop and Curate Change and Service Design Resources** * Demonstrate a curiosity around new opportunities for resource development and the foresight, care and confidence to innovate appropriately within a health and social care context ensuring alignment and connectivity with colleagues.
* Develop practice resources (including methodologies and tools) in line with the *Health Services* *Change Guide* and other relevant frameworks that can be applied at local level needs and support proficiency in their use.
* Manage partnerships / contracts and associated resources in relation to development of resources / e-learning.
* Provide oversight of the Change Hub on HSeLanD and the Change Guide website.

**Progress Communities of Practice / Change and Innovation Networks** * Work with change and innovation colleagues to connect and lever opportunities for learning and to take a more integrated approach to building capacity for change and human-centred design through Change and Innovation Networks.
* Maximise whole-system communication to increase awareness of people and culture change.
* Deliver change clinics working with colleagues who have complementary skills to build local design / change capacity and provide opportunities for teams to access support and practical help.

**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.
* Adequately identify, assess, manage and monitor risks within their area of responsibility.
* 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 Description is an outline of the 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:****Candidates must have at the latest date of application:** 1. Significant experience in organisation development, leadership development, change management, service / quality improvement, human resources, project management, delivering change and quality improvement initiatives in an environment such as health and social care.
2. A proven ability in a change consultancy / change leadership role to define, design and deliver effective change management strategies and programmes in a complex environment.
3. Experience of developing and delivering innovative organisation development and change interventions using a range of methodologies. In particular demonstrate capacity in:
* Developing and delivering digital and e-learning content

and /or* Organisation development and service design practice
1. Have demonstrated capacity to work across sectors / services to achieve results through collaborative / team working.
2. 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** | ***For Example:*****Competencies for Organisation Development & Change Practitioner** **Professional Knowledge and experience in change practice***For example:** Knowledge of current best thinking in relation to change management, organisation development, project management in complex, adaptive systems including:
* HSE 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, Schwartz etc.)
* Experience in taking a whole system approach with a developed understanding of the wider health and social care context including HSE reform and approaches to change leadership.
* Experience of using change consultancy / change leadership skills in a complex environment to deliver significant improvement in service user / or staff experiences.
* Knowledge and experience of design techniques and co-production methodologies in the delivery of person centred design improvements in a complex multi stakeholder environment
* 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.
* Experience of developing learning resources and change programmes which are evidence informed and relevant to an Irish context.
* 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:** Collective leadership skills focused on relationships and networks as key to sustainable change and improvement.
* Ability to form 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.
* Able to work effectively at all levels in an organisation through effective engagement/co-production approaches and methodologies.
* Capacity to provide strategic direction and ability to lead a team to deliver on change and innovation targets.
* Insight into organisational ‘politics’ and power structures to lever change.
* Ability to influence, reframe and negotiate, working with teams / services to openly address conflict, find common interests, explore solutions and seek resolutions.

**Critical analysis, problem solving and decision making skills:***For example:** Ability to take a whole system approach and understand the wider health and social care context within which the organisation is operating.
* Ability help others make sense of what is going on when there is uncertainty and absence of a clear pathway.
* Ability to analyse problems, guide and support managers and teams to address issues and find workable solutions.
* 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.
* Ability to gather data, use evidence, rapidly assimilate and analyse information to inform and impact assess change and improvement.
* Ability to identify, assess, manage and monitor risk in their area of responsibility.
* Ability to demonstrate independent thought and judgement based on evaluation of evidence and circumstances.
* 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:** Understanding of organisation development /change management principles as core to delivering system wide change.
* Ability to understand and work with various organisational systems using engagement / co-production approaches and methodologies.
* 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.
* Experience of using human-centred design thinking / practices to influence and shape how services are improved or developed, 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, eLearning and innovation skills:** *For example:** Collaborative communication style including ability to facilitate and manage diverse groups and demonstrate active listening skills.
* 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.
* Understanding of how adults engage in learning via digital and e-resources and ability to support and nurture individuals and teams in developing change practices.
* Awareness of innovative best practice and emerging trends within digital / social media / e-learning approaches with ability to progress creative solutions to support the facilitation of change / learning programmes.
* Ability and experience to develop targeted, insightful and compelling content across multiple channels including website, social media, email, marketing materials, presentations and publications and an ability to work with digital analytical tools.
* Experience of working with digital approaches to present / test design options i.e. use of storyboards, design prototypes etc.

**Personal effectiveness and commitment to quality services:***For example:** Ability to influence others and move toward a common vision or goal.
* Flexibility and adaptability; able to work with uncertainty and change course when needed.
* Ability to manage deadlines, effectively handle multiple tasks, manage resources and follow through on agreed actions.
* Ability to take personal responsibility to initiate activities, negotiate and agree a programme of work to achieve objectives and deliver agreed outcomes.
* Ability to deal with challenging situations in a constructive way, and keeping 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. |