

Recruitment Information Pack

Associate Director of People

Imperial College Healthcare

NHS Trust

RECRUITMENT PACK | 26TH OCTOBER 2021

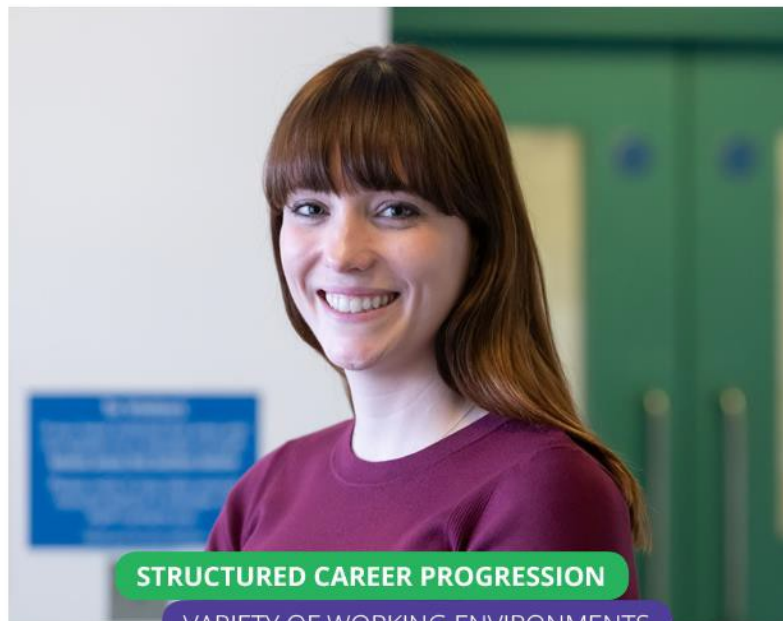
PREPARED IN CONFIDENCE



FAST FORWARD YOUR CAREER

BE PART OF A SUPPORTIVE TEAM

WORK ALONGSIDE WORLD LEADING EXPERTS



STRUCTURED CAREER PROGRESSION

VARIETY OF WORKING ENVIRONMENTS

COMMITTED AND SUPPORTIVE LEADERS

About Imperial College Healthcare NHS Trust

Imperial College Healthcare NHS Trust (ICHT) provide acute and specialist healthcare for around 1.3 million people a year. Formed in 2007, they are one of the largest NHS Trusts in the country, with over 14,000 staff in Northwest London. ICHT's five hospitals – Charing Cross, Hammersmith, Queen Charlotte's & Chelsea, St Mary's and the Western Eye – have a long track record in research and education, influencing clinical practice nationally and worldwide. The Trust has a growing number of community services and provide private healthcare in dedicated facilities on all its sites.

With their partners, Imperial College London, The Institute of Cancer Research, The Royal Marsden NHS Foundation Trust and Royal Brompton & Harefield NHS Foundation Trust, ICHT forms Imperial College Academic Health Science Centre (AHSC). This is one of eight academic health science centres in England, working to ensure the rapid translation of research for better patient care and excellence in education. We are also part of Imperial College Health Partners – the academic health science network for North West London – spreading innovation and best practice in healthcare more widely across our region.

The Trust, with Imperial College London, hosts one of 20 National Institute for Health Research (NIHR) biomedical research centres (BRC). This designation is given to the most outstanding NHS and university research partnerships in the country, leaders in scientific translation, and early adopters of new insights in technologies, techniques and treatments for improving health. The Trust is also part of the NIHR Health Informatics Collaborative (HIC) together with Oxford University Hospitals, Cambridge University Hospitals, University College London Hospitals and Guy's and St Thomas' NHS foundation trusts. This collaboration enables NHS clinical data to be linked and shared to allow new insights into care and treatment through research.

In 2017, we were recognised as a leader in the adoption of digital technologies to improve patient care by being selected by NHS England as one of 16 global exemplars of acute care. With our partner, Chelsea and Westminster Hospital NHS Foundation Trust, we received funding and support to drive the use of digital technology to innovate for better patient care and to create products and approaches that can be used by other organisations. We are a major provider of education and training for doctors, nurses, midwives and allied health professionals including therapists, pharmacists, radiographers and healthcare scientists. In 2019/20, some 2,000 Imperial College London medical undergraduates trained with us and we continue to aspire to be an employer of choice.

ICHT's mission and strategic goals

ICHT's mission is to be a key partner in their local health system and to drive health and healthcare innovation, delivering outstanding care, education and research with local, national and worldwide impact. ICHT has three overarching strategic goals that, together, will enable them to achieve their vision of 'better health, for life':

- to help create a high-quality integrated care system with the population of North West London;
- to develop a sustainable portfolio of outstanding services
- to build learning, improvement and innovation into everything we do.

ICHT's values - Our strategy and overarching goals are underpinned by our Trust values:

Kind – we are considerate and thoughtful, so you feel respected and included.

Expert – we draw on our diverse skills, knowledge and experience, so we provide the best possible care.

Collaborative – we actively seek others' views and ideas, so we achieve more together.

Aspirational – we are receptive and responsive to new thinking, so we never stop learning, discovering and improving.

ICHT's Hospitals - ICHT provide care from five hospitals on four sites:

- Charing Cross Hospital: providing a range of acute and specialist services including cancer care and a 24/7 accident and emergency department (A&E). It also hosts the hyper-acute stroke unit for the region and is a growing hub for integrated care in partnership with local GPs and community providers
- Hammersmith Hospital: a specialist hospital renowned for its strong research connections. It offers a range of services, including renal, haematology, cancer and cardiology care, and provides the regional specialist heart attack centre. As well as being a major base for Imperial College London, the site also hosts the clinical sciences centre of the Medical Research Council
- Queen Charlotte's & Chelsea Hospital: a maternity, women's and neonatal care hospital, also with strong research links. It has a midwife-led birth centre as well as specialist services for complicated pregnancies, fetal and neonatal care
- St Mary's Hospital: the major acute hospital for North West London as well as a maternity centre with consultant and midwife-led services. The hospital provides care across a wide range of specialties and runs one of four major trauma centres in London in addition to its 24/7 A&E department
- Western Eye Hospital: a specialist eye hospital with 24/7 A&E Department.

Increasingly, we provide our services in community facilities and in partnership with GPs and community, mental health and social care organisations.

Imperial Private Healthcare:

Imperial Private Healthcare is ICHT's private care division, offering a wide range of services across our sites. This includes the Lindo Wing at St Mary's Hospital, the Thames View at Charing Cross Hospital and the Robert and Lisa Sainsbury Wing at Hammersmith Hospital. In 2019/20 we treated over 17,000 patients privately, including many from overseas. We work with over 500 consultants at Imperial Private Healthcare, covering every medical and surgical specialty. The income from our private care is invested back into supporting all our services across the Trust.

Research, education and innovation

As well as being part of Imperial College Academic Health Science Centre, the Trust, with Imperial College London, hosts one of 20 National Institute for Health Research (NIHR) biomedical research centres (BRCs). This designation is given to the most outstanding NHS and university research partnerships in the country, leaders in scientific translation, and early adopters of new insights in technologies, techniques and treatments for improving health.

The NIHR Imperial BRC currently supports 708 active research projects across 12 different disease areas. The Trust is also part of the NIHR Health Informatics Collaborative (NIHR HIC) together with Oxford University Hospitals, Cambridge University Hospitals, University

College London Hospitals and Guy's and St Thomas' NHS foundation trusts. This collaboration brings together clinical, scientific and informatics expertise to enable NHS clinical data to be catalogued and shared to enable new insights into care and treatment through research.

As one of the NHS's global digital exemplars, ICHT have been leading the way in using advances in digital technology to make tangible improvements to the care of our patients.

ICHT is a major provider of education and training for doctors, nurses, midwives and allied health professionals including therapists, pharmacists, radiographers and healthcare scientists. In 2019/20, some 2,000 Imperial College London medical undergraduates trained with ICHT. The Trust had 640 student nurses in training in the year, many of whom gained their first job or qualification with us.

ICHT's charity partners

ICHT works closely with Imperial Health Charity which helps the five hospitals do more through grants, arts, volunteering and fundraising. In 2019/20, the charity invested over £1.8m in a wide range of initiatives for the benefit of patients and staff.

Imperial Health Charity funds major redevelopments, research and medical equipment, as well as helping patients and their families at times of extreme financial difficulty. Supporting the arts in healthcare, the charity also manages an Arts Council accredited hospital art collection and runs an arts engagement programme for patients and staff. It manages volunteering across all five hospitals, adding value to the work of staff and helping to improve the hospital experience for patients.

During 2019/20, the Trust also received generous support from COSMIC (Children of St Mary's Intensive Care), the Winnicott Foundation, which raises funds to improve care for premature and sick babies at St Mary's Hospital, and each of the Friends of St Mary's, Charing Cross, and Hammersmith hospitals.

ICHT's lay partners

ICHT is committed to increasing and deepening the involvement of patients and the public in every aspect of our work. An important element of our involvement approach is our community of lay partners – local people and/or patients who provide insight and oversight to help ensure that everything we do is focused on those we serve. They form a key part of our strategy, project and programme governance. As of the end of 2019/20, the Trust had 66 lay partner roles supporting 21 projects. Since ICHT developed the lay partner role in 2016, ICHT have engaged 104 lay partners on 39 projects.

ICHT's commissioners

Almost half of ICHT's care is commissioned by North West London local clinical commissioning groups (CCGs), about 40 per cent is specialist care commissioned by NHS England and the remaining 10 per cent or so is commissioned by others, including CCGs beyond our local area.

North West London Integrated Care System

Over 30 NHS, local authority and voluntary sector partners, including ICHT, are working together to improve health and care across northwest London through one of London's five emerging integrated care systems (ICSs).

Our People Strategy

Imperial College Healthcare NHS Trust is here to be a key partner in our local health system and to drive health and health care innovation, delivering outstanding care, education and research with local, national and worldwide impact. The organisational strategy will be supported by 4 enabling strategies; (the clinical strategy, the quality strategy, the people strategy and the digital strategy). The people strategy will enable the Trust and staff to deliver the vision and strategic goals and help transform the culture of Imperial by the further embedding of the values and behaviours.

Our strategic goals

- To help create a high-quality integrated care system with the population of North West London (NWL)
- To develop a sustainable portfolio of outstanding services
- To build learning, improvement and innovation into everything we do

Our People Strategy

This strategy builds on the strengths of the Trust; our long and successful track record in clinical research and education; our consistently low mortality rates and our nationally leading trauma, stroke and heart centres. Our greatest strength is our people, we have a wealth of experienced and committed staff who deliver great care to our patients. However, to deliver 21st century care for our patients, we will need to transform our workforce.

We recognise the importance of developing a sustainable pipeline of staff for the Trust with sufficient nursing staff and the right number of staff across all disciplines. We will create a stable and capable workforce through forward-thinking recruitment and retention strategies. The increasing staffing and funding demands on the NHS, emphasise the growing need for the Trust to be more flexible and creative in how we recruit and retain staff. Part of this will mean enhancing existing roles, improving the skills mix on wards and looking at different ways of working to be more responsive to local patient and population needs.

Furthermore, we need to change the way we work across professions, specialisms and how we partner with other organisations to deliver integrated care and clinical pathways.

One key priority is ensuring that we have compassionate, inclusive and highly visible leaders who empower and enable staff and exemplify our values. We are committed to embedding strong management skills amongst our managers to develop them to lead through engagement and improvement.

To retain our staff and develop a sustainable portfolio of outstanding services we will encourage learning as part of every role in our organisation, ensuring opportunities are fairly accessible to all staff. We will create new opportunities for staff to develop their skills and their careers with us. We will support every member of staff to play an active part in an improvement or innovation initiative; we recognise that we need to learn from what doesn't work as much as by what does work in order to be effective.

Advances in technology open up new possibilities for prevention, care and treatment. These advances will transform the way we deliver healthcare. We need to build the capability of our staff in order to build a digitally confident workforce that is fit for the future.

To meet the challenges of the next ten years we will embrace the talents of all our staff and we are committed to building an inclusive culture where all staff feel free from discrimination, violence, bullying and harassment. We aim to create a workforce which reflects the citizens of the UK and the community we serve and we are committed to achieving the target representation for Black and Minority Ethnic (BME) and female staff at senior levels.

This strategy plays a critical role in supporting a work culture that enables a healthy, safe and engaging working environment for all our staff. We recognize the value of fostering a supportive work environment, where staff feel engaged, motivated, encouraged and supported and we will report on this publicly and act to do better. Central to this is the mental health and well-being of our staff, which is as much of a priority to the Trust as great patient care. We commit to making the Trust a better place to work through increasing flexible working and improving the work life balance of our staff.

The people strategy seven strategic themes will underpin the organization strategy, the three strategic goals and the values and behaviours. The achievement of each of the seven themes will be a 3 to 5-year journey. For each strategic theme we have outlined the vision, alignment to the strategic objectives, area of focus and year one priorities and deliverables for 2023. These seven strategic themes are as follows:

- Development of a sustainable workforce
- Remote, flexible and agile working
- Immediate Manager Programme
- Equality, Diversity and Inclusion
- Health, well-being and workplace safety
- Values and Behaviours and Managing Conflict
- NW London system working

JOB DESCRIPTION

TITLE OF POST:	Associate Director of OD, Leadership and Learning
LOCATION:	St Mary's but able to work across all sites/and or remotely
RESPONSIBLE TO:	Director of Organisational Development and well being
ACCOUNTABLE TO:	Director of Organisational Development and well being
BAND:	Band 8d

Imperial College Healthcare NHS Trust Values:

We are absolutely committed to ensuring that our patients have the best possible experience within our hospitals. We are looking for people who are committed to delivering excellent patient care, whatever their role, and who take pride in what they do. We place a high value on treating all patients, customers and colleagues with respect and dignity, and seek people who strive for excellence and innovation in all that they do.

We value all of our staff and aim to provide rewarding careers and benefits, fulfilling work environments and exciting opportunities.

- Kind** - We are considerate and thoughtful, so you feel respected and included.
- Collaborative** - We actively seek others' views and ideas, so we achieve more together.
- Expert** - We draw on our diverse skills, knowledge and experience, so we provide the best possible care.
- Aspirational** - We are receptive and responsive to new thinking, so we never stop learning, discovering and improving.

Purpose of the Role:

This is a senior management role and its key purpose is to:

- To act as Trust lead for Organisational development (OD) for the Trust, leading on Trust wide OD projects and programmes
- To develop the Leadership Development Strategy and deliver a leadership and management development function
- To lead learning and development, including apprenticeship, vocational training and lifelong learning, core skills training, digital training
- Act as Trust lead on Talent management and succession planning
- Develop an employee engagement strategy, leading on staff surveys and work programmes to drive up engagement
- Lead on core work programmes to drive up staff retention
- To lead on design and delivery of a well being strategy and wellbeing services for the Trust

Organisational Relationships

Chief Executive, Executive Directors, Non Executive Directors, Divisional Directors, Clinical Directors, Consultants, General Managers, Directorate Heads, Medical Staff, Occupational Health, Staff Side Representatives, Nursing Directorate, Medical Director's Office, Junior Doctors, Lead Nurses, Managers and other members of the Human Resources Directorate, HEE, NHS Improvement, Department of Health, NHS Regional and sector leads, NHS Employers, and a wide range of external agencies.

Main Tasks & Responsibilities

1. Organisational Development (OD)

- Design and deliver impactful organisational development programmes to support culture change, delivery of Trust strategies and embed the Trust Values and Behaviours
- Design, commission and deliver world-class, cutting edge OD interventions which have significant impact on departments and teams e.g. utilises a wide range of skills, tools and interventions such as coaching, team assessments, individual psychometric assessments to effect change.
- Provide specialist OD consultancy expertise and support to senior clients and Executive level clients across the organisation
- Deliver powerful organisation-wide change programmes based on an expert and skilful diagnostic underpinned by theory and experience, in an inclusive way which builds client understanding and capability.
- Undertake evaluation and research in work to improve the efficiency and value of the OD service to the trust and add to the body of OD knowledge nationally
- Lead and work in partnership with national OD organisations, NHS and Non NHS to develop the underpinning knowledge through research and evaluation
- Provides leading edge thinking, advice and challenge to senior stakeholders on organisation development issues pertaining to major change programmes
- Supports the Trust's commercial intentions by identifying and pursuing opportunities for income generation where appropriate
- To design and develop key people management processes (i.e PDR, 360 appraisals) to support the Trust People Strategy
- Support the translation of national and regional policies and strategies into Trust delivery

2. Leadership and Management Development

- Provide specialist professional advice on leadership development and management training across the organisation
- Ensure a systematic approach to identifying leadership and management development needs for all staff
- Develop leadership interventions for all levels of leader and manager across the organisation with an innovative range of delivery options (face to face, digital, group, webinars, podcasts, development centres, psychometric tools, 360s, masterclasses)
- Procure and manage external suppliers, associates and partners where appropriate

- Develop and implement coaching and mentoring
- Ensure that all leadership development support the deliver fo the Trust Equality, Diversity and Inclusion Strategy
Provide robust activity data against key performance metrics and strong evaluation processes for all leadership interventions

3. Talent Management and Succession Planning

- Lead on the development of a Trust Talent Management strategy ensuring it meets the strategic needs of the organisation
- Promote and implement the Talent Management Process including
 - Talent Identification of future leaders
 - Development of Succession Plans for key roles in the organisation
 - Advise on the creation and Implementation of Development Plans
 - Drive strategic discussions with Divisional Leaders Executive Directors and Line managers to support effective Talent Management conversations and actions
- Accountable for ensuring regular talent calibration exercises are conducted to a high quality in line with agreed processes. In particular support capability development to lead effective calibration sessions.
- Design and support development of competency frameworks and clear career paths to support promotions and career development
- Develop tools and resources to support managers in implementing Talent Management
- Develp talent management and succession planning iniatives to ensure a robust pipeline of talent

4. Employee Engagement and Retention

- To act as the Trust lead on employee engagement strategies
- To lead on Trust engagement survey methodology design and delivery
- Manage staff surveys, completion and reporting methodologies
- Promote results and ensure that the survey outcomes result in tangible change
- Lead on the design and delivery of Trust wide retention initiatives for key groups of staff

5. Learning and Development

- To act as the Trust lead for learning and development and ensure a coherent and comprehensive leadership offer is available at all levels across the organisation.
- To lead on the delivery of a Learning Management system for the Trust
- Lead the delivery of apprenticeship programmes and pathways, maximising Levy spend and participation
- Work closely with the EDI team to ensure that all learning and development across the Trust is accessible and inclusive in delivery and supports the

strategic objectives around Equality Diversity and Inclusion

- Lead on the delivery of core skills training to ensure we achieve full compliance in all areas of core skills training, offer efficient and effective content and delivered through high quality delivery methods
- Ensure that all staff receive a comprehensive and high quality Induction through local inductions, Trust wide welcome events and other targetted interventions to maximise their contribution to Trust on arrival

6. Team leadership and resources

- Lead and manage the wellbeing, OD, leadership, core skills, apprenticeship and learning and development team. Provide leadership and direction for the team to create an engaged and hgh performing team that delivers a high quality and customer focused service to leaders and managers
- Create a culture of continous improvement across the team and promote improvement methodologies and the values of kind, compassionate and inclusive leadership
- Plan, organise, and monitor the activities of the team to optimise resource and service delivery, ensuring cyclical plans and deliverables arte achieved first time, every time. Manage relationships with external partners and software providers
- Take overall responsibility for the budget management of the Well being, OD and Leadership function ensuring cost effective use of resources, and continually looking to drive efficiencies through innovation to achieve a commercially viable service
- Design specifications, commissions and monitors contracts with external consultants/suppliers in order to achieve the best value for money and the best blend of internal and external expertise in delivering leadership and management development outcomes.

7. Well Being

- To lead on design and delivery of a well being strategy for the Trust
- To deliver a ranage of evidence based interventions to support all apsects of wellbeing (emotional and psychological, physical, financial, spiritual, social, environmental)
- To develop grant bids and business cases to secure sufficient funding streams for well being interventions
- To develop key performance indicators and measure/evaluate all wellbeing interventions
- To design and implement engagement and communications strategies to ensure that all diverse groups are able to access wellbeing support
- To act as the Trust lead and expert on wellbeing, keeping abreast of best practice and latest research
- Lead on NW London sector programmes where appropriate

8. Deputise for Director of OD and Well Being

- To act as a deputy for the Director as required to attend any meetings or contribute to any aspect of the Director's portfolio
- To contribute to wider aspects of OD, health and well being as required at internal or external events
- To provide a leadership, OD and well being strategic advice and service to any partner organisations which the Trust provides People and OD services for including NorthWest London Pathology, North West London CCG

Scope and purpose of job description:

The job description does not constitute a 'term and condition of employment'. It is provided only as a guide to assist the employee in the performance of their job. The Trust is a fast moving organisation and therefore changes in employees' duties may be necessary from time to time. The job description is not intended to be an inflexible or finite list of tasks and may be varied from time to time after consultation/discussion with the post holder.

General responsibilities: Confidentiality

The post-holder must maintain confidentiality of information about people, patients and health service business and be aware of the Data Protection Act (1988) and Access to Health Records Act (1990).

Information quality assurance

As an employee of the Trust it is expected that you will take due diligence and care in regard to any information collected, recorded, processed or handled by you during the course of your work and that such information is collected, recorded, processed and handled in compliance with Trust requirements and instructions.

Freedom of Information

The postholder should be aware of the responsibility placed on employees under the Freedom of Information Act 2000 and is responsible for helping to ensure that the Trust complies with the Act when handling or dealing with any information relating to Trust activity.

Health and Safety

The post-holder must be aware of the responsibility placed on employees under the Health and Safety at Work Act (1974) to ensure that the agreed safety procedures are carried out to maintain a safe environment.

Clinical governance and risk management

The Trust believes everyone has a role to play in improving and contributing to the quality of care provided to our patients. As an employee of the Trust you are expected to take a proactive role in supporting the Trust's clinical governance agenda by:

- Taking part in activities for improving quality such as clinical audit
- Identifying and managing risks through incident and near miss reporting and undertaking risk assessments
- Following Trust policies, guidelines and procedures

- Maintaining your continue professional development

All Clinical staff making entries into patient health records are required to follow the Trust standards of record keeping

Equality and diversity

The Trust adheres to and promotes equality and diversity in line with the law and best practice. The Trust's Equality Scheme is available on the intranet. All employees must ensure that they treat other members of staff, patients and visitors with dignity and respect at all times and report any breaches of this to the appropriate manager. Managers are expected to actively promote equality and diversity.

Infection control

The post holder must comply with all relevant policies, procedures and training on infection prevention and control.

Professional association/trade union membership

It is the policy of the Trust to support the system of collective bargaining and you are therefore encouraged to join a professional organisation or trade union. You have the right to belong to a trade union and to take part in its activities at any appropriate time and to seek and hold office in it.

Terms and conditions

Agenda for Change terms and conditions apply to this post.

PERSON SPECIFICATION

POST: Associate Director of OD, Leadership and Learning
DEPARTMENT: People and OD
LINE MANAGER: Director of OD and Wellbeing

ATTRIBUTE / SKILLS	ESSENTIAL	DESIRABLE	MEASUREMENT
EDUCATION	<p>MBA or MSC in OD/Psychology/HR Management or Business or equivalent experience</p> <p>CIPD Graduate or Fellow or other relevant professional body</p> <p>Specialist knowledge in OD and well being in large complex organisations</p> <p>Evidence of continuing professional development</p>	<p>Project management qualification</p> <p>Accredited Coaching qualification</p> <p>Specialist qualifications in OD and Psychometric tools</p>	CV / application form
COMMUNICATION SKILLS	<p>Excellent and high-level written and verbal communication skills</p> <p>High level of interpersonal / communication skills, including the ability to explain, motivate, engage, influence, persuade and challenge at all levels</p> <p>Experienced chair or facilitator with confident presentation skills, and well developed interpersonal and communication skills</p> <p>Able to influence others</p> <p>Able to manage highly complex or difficult conversations and convey sensitive messages to individuals or large groups</p> <p>Excellent written communications skills and able to draft Board – level reports</p>	<p>Experience in using social media and digital platforms at a highly skilled level to communicate and influence</p> <p>Effective networker and able to form relationships with leaders of all levels</p>	CV / application form, interview, assessments

	<p>Able to form excellent relationships with managers and senior leaders across Divisions and Directorates and other stakeholders</p> <p>Ability to deliver training on highly complex topics to senior leadership teams and large groups</p>		
EXPERIENCE	<p>Substantial senior HR experience operating at a very senior level in the NHS or large public or private sector organisation, in a multiple stakeholder environment</p> <p>Strong track record in leading OD teams and services, and of operational and strategic achievement in HR and OD in a large /complex environment</p> <p>A proven track record in delivering values-driven organisational development interventions which involve working in partnership with people at senior/Board level and across the organisational system</p> <p>Considerable experience of leading a team</p> <p>Experience of managing and influencing a range of stakeholder requirements and needs</p> <p>Experience and proven track record of implementing Engagement strategies in a complex environment</p> <p>Extensive experience of providing specialist Organisational Development consultancy to a different professional groups and in a range of environments</p> <p>Experience in contracting and commissioning effectively to ensure return on investment is maximized</p> <p>Experience of managing external</p>	<p>Previous senior HR experience within the NHS</p> <p>Track record of preparing complex business plans and bids/project proposals to generate income</p> <p>Experience of leading teams across multiple sites</p>	<p>CV / application form, interview, references</p>

	<p>partners and software solutions</p> <p>Expert consultancy skills and knowledge, including implementing the full cycle of consultancy from contracting diagnostic, design, delivery and evaluation</p> <p>Proven experience of increasing the organization development capability and capacity in large scale and complex organizations</p> <p>Experienced in evaluating and reporting to committees and boards on OD priorities and impact</p>		
GENERAL SKILLS / ABILITIES	<p>Highly developed skills in the following areas:</p> <ul style="list-style-type: none"> ▪ Leadership and creating high performing teams ▪ Ability to see the big picture whilst managing the detail ▪ Commercially aware with a focus on continuous improvement and the ability to drive change ▪ Financial acumen ▪ Changing and improving services ▪ Ability to prioritise and manage workload for self and others ▪ Use of ICT systems, procurement and implementation of systems, including talent management, PDR or appraisal, digital collaboration, staff and pulse surveys ▪ Able to design and create monitoring reports, handle data in support of engagement survey reporting and presentation 		CV / application form, interview, assessments
PHYSICAL SKILLS	<p>Able to demonstrate standard keyboard skills</p> <p>Able to run teaching and training</p>		

	sessions in a classroom setting or virtual		
KEY COMPETENCIES	<p>Delivering results – maintaining a high level of commitment to personally getting things done</p> <p>Business acumen – understanding general business and financial concepts, understanding the company’s business, and using both general and specific knowledge to be effective</p> <p>Managing others – directing and leading others to accomplish organisational goals and objectives</p> <p>Customer focus – anticipating customers’ needs and designing, promoting and supporting the delivery of products and services that exceed customer expectations</p> <p>Planning and organising – effectively organising and planning work according to organisational needs by defining objectives and anticipating needs and priorities</p> <p>In-depth problem solving – solving difficult problems through careful and systematic evaluation of information, possible alternatives and consequences</p> <p>Decisive judgment – making good decisions in a timely and confident manner</p> <p>Teamwork and collaboration – effectively working and collaborating with others towards a common goal.</p>		CV / application form, interview, references

Be the
difference

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