

Skills for a Changing World



You learn
You develop
You train
You grow
You succeed



**Skills
Development
Scotland**

POSITION PROFILE

Senior Director – Enabling Services



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Welcome Note

Dear Applicant,

My sincere thanks to you for taking the time to show interest in this business-critical role of Senior Director – Enabling Services. I hope that you will find that this Position Profile pack provides sufficient detail to inform your decision to apply.

It is clear we are facing into a period of significant economic challenge and turbulence as we emerge from the impact of COVID. The drive for Net Zero, the changing world of work, tightened public finances and the rising cost of living, alongside record levels of inflation and a recessionary outlook, only heighten the importance of equipping Scotland's people and businesses with the skills they need. SDS has a central role to play in meeting the Scottish Government's National Strategy for Economic Transformation's ambition to develop one of the most productive, inclusive and sustainable economies in the world.

With high levels of employee engagement, as evidenced in an overall mean point score of 8.1 in satisfaction with working at SDS, we pride ourselves on investing in the skills and diverse talents of our people, listening to and acting on their feedback and on the flexible working environment we offer. We are also proud to be the first public sector organisation in Scotland to be awarded "7-star recognition" from the European Foundation for Quality Management (EFQM). However, we are still restless for improvement & transformation in response to a highly turbulent external environment and the changing needs of both businesses and people across Scotland.

You will join us at an exciting time as we look to deliver against our new strategic plan. As our new Senior Director – Enabling Services you will play a key role in facilitating and leading transformation change programmes and ultimately ensure SDS is a reinvigorated and financially sustainable organisation.

The successful candidate will take a collaborative approach to leading a proactive and future-focused range of corporate functions through a period of change that will maximise the value that can be delivered by the organisation. This will be achieved by enabling our people to continually improve our organisational performance, effectiveness and management of change. Our ambition for an inclusive culture of everyday leadership puts customers at the heart of all we do, with colleagues encouraged to own innovation in service delivery.

If you are up for a challenge and you share our values and ambitious vision to enable many more people & businesses to realise their full potential in the face of enormous change, we would love to hear from you.



Damien Yeates
Chief Executive

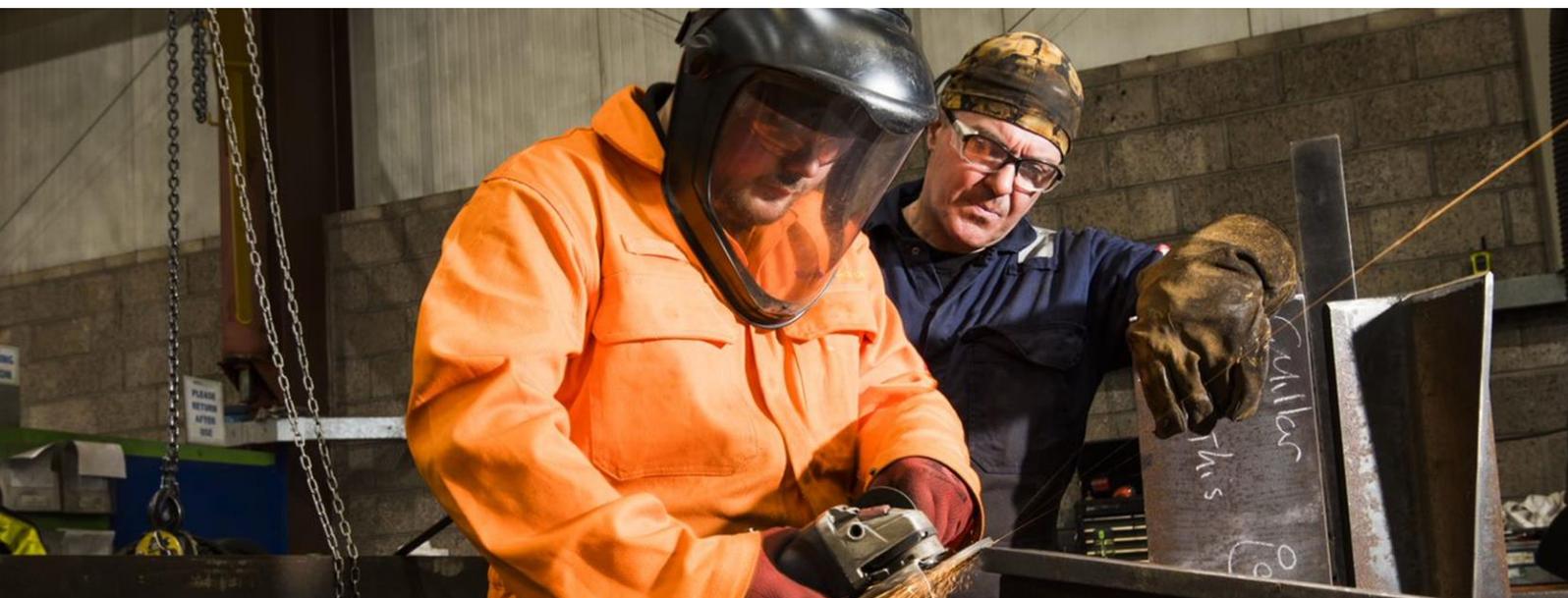
Overview of Skills Development Scotland

Skills Development Scotland is the national skills agency. Our ambition is to drive productivity and inclusive growth through investment in skills, enabling businesses and people to achieve their potential. Through the sharing of expertise, intelligence, and extensive partnership working, we enable the development and delivery of innovative solutions to Scotland's skills and labour market challenges. This is even more important given the current economic climate and recessionary outlook which forecast turbulent times ahead.

With more than 1,500 colleagues working in schools, careers centres, partner locations and with businesses across the country, we are passionate about people and skills.

We strive to ensure that employers have the right skills at the right time in high-performing, fair and equal workplaces and that everyone has the skills and confidence to get a job and progress in the workplace, achieving their full potential. Engaging with the skills system to help ensure it better meets those needs in the short, medium and longer-term, our core services and activities include:

- Careers Information Advice and Guidance Services - focused on equipping Scotland's current and future workforce with the career-management skills they require to achieve their potential
- Apprenticeships – administering Scottish Apprenticeships on behalf of Scottish Government, SDS is committed to developing and growing a world-class, work-based learning system in Scotland
- Skills Planning – robust skills intelligence enables SDS to understand the current and future demand for skills and jobs across Scotland, by geography and by industry sector
- Supporting Scotland's Employers – working directly with employers across Scotland, SDS provides trusted advice that helps employers to invest in existing skills, develop new talent and get the right products to grow their business
- Research & Insight – by producing and commissioning high-quality research on a variety of topics relating to skills and employment, SDS looks to inform policy and practice



Overview of Skills Development Scotland

SDS is an impactful organisation, focused on maximising and sustaining organisational effectiveness by continually seeking opportunities for greater efficiencies, alongside productivity and strong employee engagement.

As an organisation, we acknowledge the importance of embedding a culture of continuous improvement and are the first public sector organisation in Scotland to be awarded “7-star recognition” from the European Foundation for Quality Management (EFQM). More recently, we were also awarded the UK award for Quality Assurance by the British Quality Foundation.

Our core values underpin everything we do:

- We put the needs of our customers at the heart of all we do
- We demonstrate self-motivation, personal responsibility and respect
- We continually improve to achieve excellence
- We make use of our continued strengths and expertise to deliver the best outcomes

These, together with our commitment to everyday leadership, empower our highly engaged colleagues to act and lead with intent.

More information can be found at: www.skillsdevelopmentscotland.co.uk.



The Opportunity

Reporting to the Chief Executive as a key member of the Executive Board and Directors Group, this role involves working collaboratively in support of corporate ownership and responsibility; contributing to the organisation's vision, values, and organisational culture; informing and determining Corporate Strategy and Policy; monitoring and managing performance; and leading future transformational change.

The Senior Director – Enabling Services will have strategic and operational responsibility for the Enabling Services directorate (c315 employees) which encompasses the following functions:

- Finance, Information Governance, Resilience & Risk
- Corporate Affairs comprising of Marketing & Communications, including digital channels; Graphic Design; MyWoW Live; Government & Parliamentary Engagement; Stakeholder Engagement
- Corporate Planning and Performance Reporting – Strategy, Insights, Policy, Performance, Analysis and Performance Reporting Business Excellence
- Human Resources - including Organisational Development, Equalities and Health & Safety
- Procurement
- Change, Assurance & Improvement – Compliance, Change, Project Management Office, Continuous Improvement and Quality Assurance
- SDS Enterprise Information Systems (EIS) Shared Services

Interacting with Ministers, Scottish Government Sponsor Directorates, the SDS Chair and SDS Board Members, the Senior Director – Enabling Services will draft and present reports to the board and to various Committees, whilst also acting as an ambassador both internally and externally with a range of stakeholders including Scottish Government¹.



¹ All engagement with Scottish Government, MSPs, and Parliamentarians must adhere to SDS policy and be visible to the Chief Executive. It is intended that all related activity will be strictly managed via the Joint SDS/SG Programme Board.

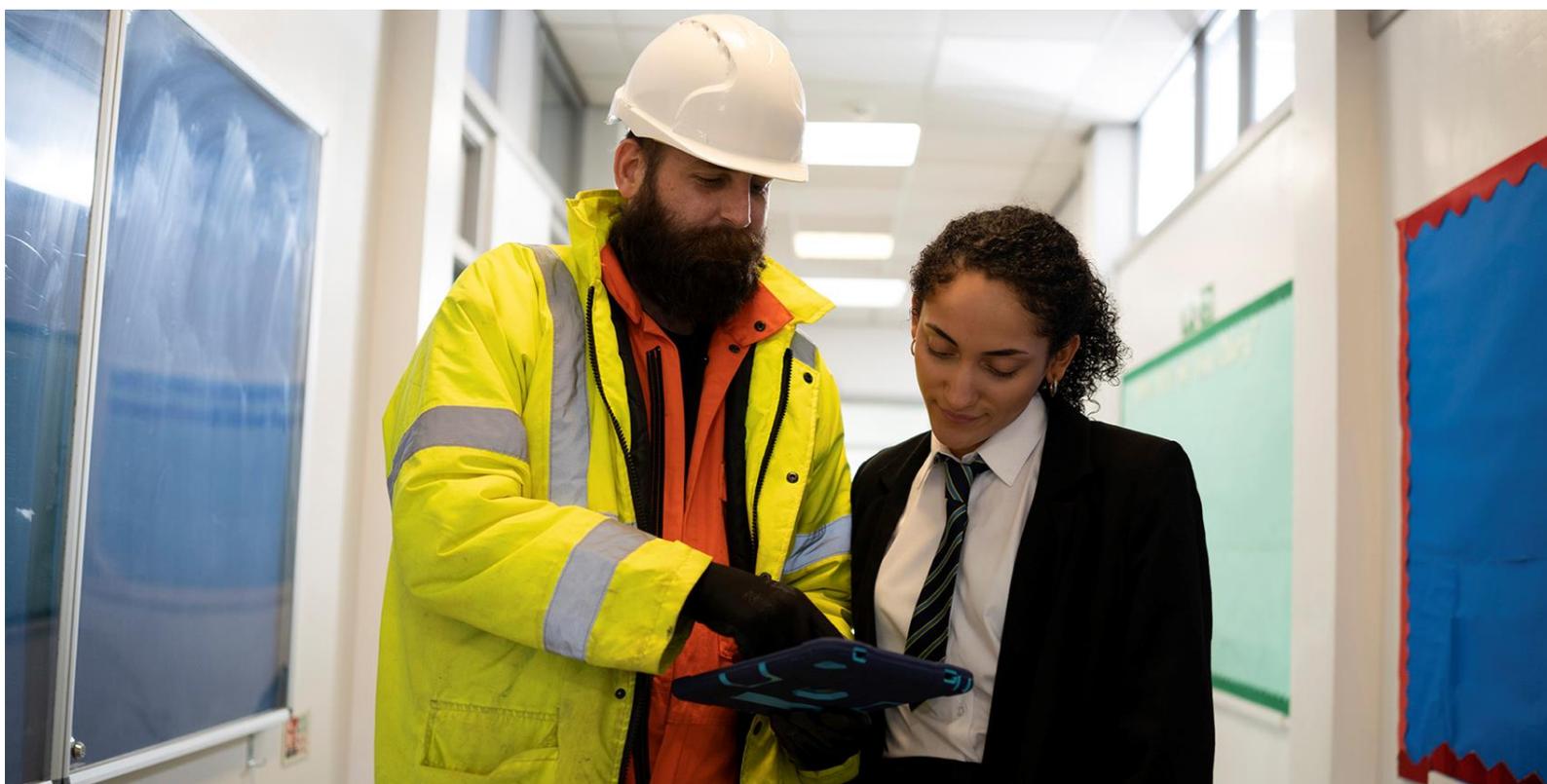
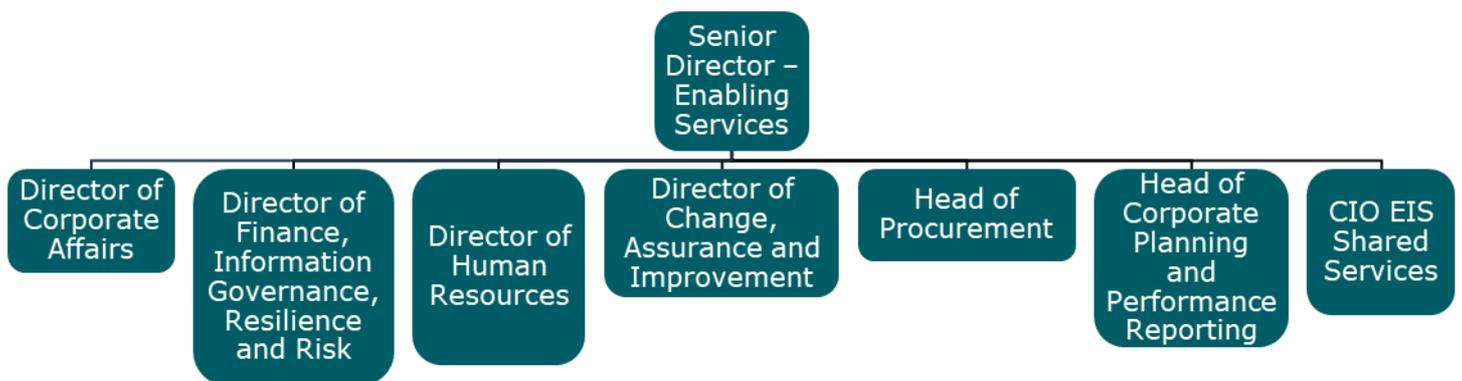
The Role

Job Title: Senior Director – Enabling Services

Reports to: Chief Executive

Location: Flexible

NB: SDS embraces agile working and, therefore, location is flexible. However, there will be a requirement for regular travel to Glasgow. SDS are in the pilot phase of a hybrid working approach and currently expect colleagues to be in an SDS office 2 days per week, with the remainder of time at home or at another SDS recognised workplace. With the senior nature of this role at certain times, there will be a requirement for more regular attendance at in-person meetings in our main offices in central Glasgow.



The Role

Role Overview:

The Senior Director – Enabling Services will provide strategic leadership and direction to a proactive and future-focused range of corporate functions that directly enable the delivery of services to customers and the strategic ambitions of SDS as an impactful organisation.

With a strong focus on maximizing return for investment through leveraging partnerships, the role will champion collaboration and innovation and adopt an inclusive leadership approach to deliver better outcomes and experiences for our customers and colleagues.

Key Priorities:

- Leading and facilitating transformational change to enhance organisational effectiveness
- Providing strategic leadership that embraces SDS' everyday leadership principles and ensures every function within the directorate is viewed as an "enabler", adding value to the wider business and directly enabling the delivery of key strategic priorities
- Leading the development and implementation of strategies to drive robust, strategic financial and resource planning and strong corporate and financial governance & reporting
- Driving business excellence and digital transformation across the Enabling Services portfolio in transactional processing, data management, corporate planning, governance, programme management and performance reporting
- Maintaining and growing SDS' reputation in its core mission of providing "Skills for a Changing World" and as an exemplar of organisational effectiveness, innovation, and digital transformation
- Transforming our use of data analytics and insights, adopting a more strategic approach to information management
- Developing and maintaining key relationships with relevant Scottish Government Officials within the Sponsor Directorate
- Working with the Director of HR to build SDS' culture and capability aligned with strategic ambitions for an inclusive culture of Everyday leadership

Role Responsibilities:

Strategic Resource and Financial Planning, Management & Governance

- Accountable for the overall financial integrity of the organisation through robust resource & financial planning & reporting and corporate risk management of all sources of funding
- Accountable for the strategy for information management, including a multi-year programme for enhancing data management capabilities across all necessary functions to deliver the ambition for maximising the value of data and analytics
- As Lead Officer, ensure appropriate Corporate Governance for SDS as a limited company and as a Non-Department Public Body through an effective Corporate Office function

The Role

Corporate Governance, Planning, and Reporting

- Lead Officer on the development and implementation of SDS's Strategic Plan and associated internal operational plans to deliver against Scottish Government policy and agenda:
 - Lead the monitoring and reporting on organisational performance, keeping the Board and Executive appropriately informed
 - Establish a bank of up-to-date briefings on all core performance and operational metrics, staffing and financial targets to ensure consistency and robustness of reporting
- Develop, implement, and monitor strategic plans to deliver services in each of the core areas of Enabling Services

Leadership in Business Excellence

- As the Lead Director for SDS in the Enterprise Information Systems (EIS) Shared Services, ensure that the SDS corporate priorities for digital excellence in service delivery (internal and external) are fully reflected in the strategic and operational planning for the delivery and development of IT services provided to SDS by the EIS Shared Service
- Act as the Data Controller and Information Governance Lead Officer for SDS
- Maintain and expand SDS' collaborative engagement with partners to leverage the value of Shared Services and drive increased efficiencies & productivity
- Seek to maximise the transformative impact of technology-enhanced internal services, driving greater efficiencies alongside increased organisational productivity
- Champion the delivery of business transformation programmes to deliver on the corporate ambition to become an exemplar of business excellence, customer focus and innovation in the workplace
- Provide inspirational leadership to build capable and confident teams committed to SDS' corporate ambitions, including those for an inclusive culture of everyday leadership, organisational excellence and continuous improvement, and organise them into a fit-for-purpose organisation structure with management processes that deliver short-, medium-, and long-term plans
- Fulfil all the responsibilities of a senior Accountable Officer within a public body

Working Relationships and Key Contacts:

- Executive Board; SDS Executive decision-making body
- Directors Group; SDS Director level decision-making body
- Audit & Risk Committee, Financial and Operational Planning Sub Committees of the SDS Board for internal audit and risk management performance, and corporate performance reporting
- External and Internal Auditors
- Scottish Government Sponsorship Teams
- SDS/SG Joint Programme Board
- EIS Shared Service Partners – Management Board (Scottish Enterprise, Highlands & Islands Enterprise, and South of Scotland Enterprise)

Preferred Candidate Background

The role requires a qualified accountant accustomed to delivering superior results in a demanding, fast-paced environment. The Senior Director – Enabling Services will be an inspiring and engaging leader who brings a proven track record of delivering excellence, coupled with the ability to leverage strong partnership working and develop/maintain a range of productive relationships.

Experience, Knowledge and Skills:

- Significant senior management experience reporting at Board-level, coupled with a strong understanding of corporate and financial planning, reporting and governance
- Strong strategic financial modelling experience, ideally within a service delivery context, coupled with direct involvement in both the budgeting and longer-term (five-year horizon) financial forecasting processes
- Demonstrable experience in leading and managing multi-functional teams
- Direct experience in the successful delivery of significant organisational or service change programmes
- Excellent presentation, communication, and interpersonal skills to engage with credibility and impact
- Proven ability to view the bigger picture and build credible strategies to achieve desired vision and outcomes
- Strong background in IT service contract management as main “internal customer” of Information Technology, systems and Business Applications
- Strong relationship-building and highly effective influencing skills
- Knowledge and understanding of business excellence practices such as EFQM is desirable but not essential

Personal Attributes:

- An authentic leader skilled in building strong relationships and able to influence with credibility across a diverse range of stakeholders
- Proven ability to view and articulate the bigger picture and vision for the future, actively building compelling strategies to achieve desired outcomes
- Skilled in applying strong judgement, tactical awareness and diplomacy in decision making
- Solutions-focused, with excellent problem solving, analytical and constructive challenge skills

Role Specific Core Competencies:

- **Strategic thinking** – able to identify a vision along with the plans which need to be implemented to meet the end goal, reflecting a broad and future-orientated perspective; evaluating situations, decisions, and issues in the short, medium, and long term
- **Analytical thinking** - able to simplify complex problems, processes or projects into component parts to explore and evaluate them systematically
- **Leverages partnerships** – works collaboratively to develop, maintain and strengthen relationships, building coalitions to create and deliver value through working in partnership for mutual benefit

Preferred Candidate Background

- **Inspirational & authentic leadership** - builds a culture which enables people to perform to the best of their ability:
 - Inspires others to develop creative solutions to organisational issues that deliver value for SDS, and drive these through to implementation
 - Recognises and celebrates continuous improvements in performance and delivery
 - Acts with a high level of personal integrity and a deep sense of purpose, continuously building self-awareness, coaching and empowering others to excel
 - Coaches and mentors individuals in preparation for promotion or succession opportunities
 - Facilitates a strong coaching culture which empowers individuals/teams to gain new insights and improve their performance
- **Influencing and persuading** - able to present sound and well-reasoned arguments which take account of diverse perspectives to achieve buy-in. Can draw from a range of strategies to persuade people in a way that results in agreement or change in behaviour
- **Managing relationships and team working** - able to build and maintain effective working relationships with a range of people, valuing diverse perspectives. Works cooperatively with others to be part of a team, as opposed to working separately or competitively
- **Resilience** – strong self-awareness, manages personal effectiveness by dealing with emotions in the face of pressure, setbacks or when dealing with provocative situations. Demonstrates an approach to work that is characterised by commitment, motivation, energy and inspiring others
- **Creative Thinking** - able to transform creative ideas into practical reality. Can look at existing situations and problems in novel ways and come up with creative solutions

Diversity and Inclusion:

SDS is an equal opportunities employer. We celebrate diversity and are committed to creating an inclusive environment for all employees. We do not discriminate on the basis of race, religion, colour, national origin, gender, sexual orientation, age, marital status, veteran status or disability status.

Remuneration & Recruitment Process

Remuneration

This role offers a competitive salary, Career Average Pension Scheme (22.3% employer contribution) and generous holiday entitlement (30 Days + 13 public holidays).

The Recruitment Process

The recruitment for this position is being managed by our advising consultants, Livingston James.

Interested candidates should provide a tailored CV to Douglas Adam at douglasadam@livingstonjames.com.

All third party applications, enquiries and direct approaches to SDS will be referred to Livingston James.

