

Recruitment Profile

Job Title Scrum Master (Dev Team 1 or 2)

About the Job

The TIS Programme has been established to develop a suite of products and information services to support the management of learners and trainees. In so doing, we will remove a large number of legacy information systems used by local teams and offices throughout England. HEE are now seeking to become aligned with the Government Digital Service frameworks (<https://www.gov.uk/service-manual/service-standard>) that promote user centricity in software design and the adoption of agile methods by default. The TIS Programme will be the first HEE-initiative to set up an agile Development Team (agile scrums) that are supported by the business to deliver software products to our stakeholders.

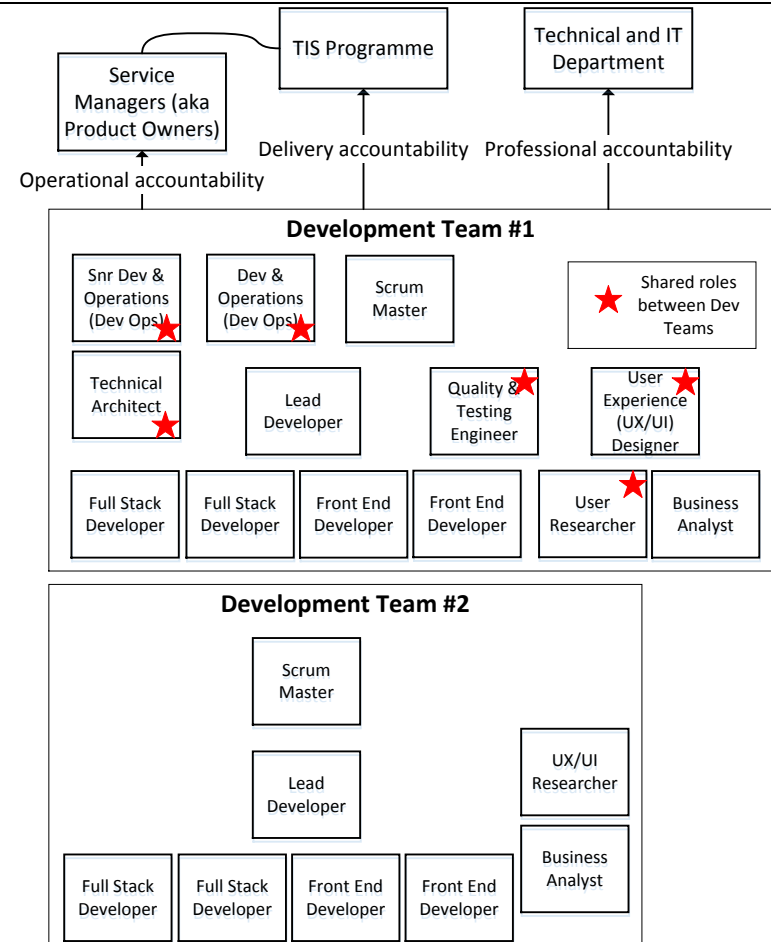
Our current backlog and requirement framework describes upwards of 20 functions and services that need to be developed to replace the legacy estate, and for those services to be continually improved and developed through time. Some of these services are large, complex and business critical, and their successful development and implementation will be the measure of success for the TIS Programme.

To be effective in this role you will be an experienced Scrum Master who can demonstrate the skills, competencies and aptitude to effectively facilitate the Development Team and to work with the Service Managers, who carry out the product owner role.

Specifically, you will:

- Have a “servant leadership” style of working and help people to develop and perform to their highest levels, putting people first and by developing consensus.

Organisation Structure



- Knowledge and experience of the Government Digital Service Manual <https://www.gov.uk/service-manual>
- Use the full range of tools and agile ceremonies/rituals to nurture and support the effective self-organising of the team.
- Build a trusting and safe team environment where problems can be raised without fear of blame, or being judged, with an emphasis of problem-solving and team responsibility.
- Support team members and set a positive culture that is focused on high quality and high velocity.
- Facilitate getting the work done without coercion, assigning, or dictating the work.
- Work effectively to remove all impediments that block the team's aim to achieve its sprint goals, and protect the team from interruptions and distractions ensuring these are addressed with the Service Managers.
- Adjust your methods of facilitation with the team depending on their level of maturity and cultural development, including effective cross-team links (i.e. with other development teams) and the wider TIS team.
- Do everything possible to ensure the business and end-users are satisfied with the end results of the development team.
- Assess and review the maturity of the scrum team and coach the team to higher levels of maturity, at a sustainable pace that is comfortable for the team.
- Facilitate discussion, decision-making, and conflict resolution.
- Assist with internal and external communication, improving transparency, and radiating information.

You will be an excellent communicator who has worked within an agile environment that is focused on delivery. You will be confident in working with end-users and be committed to quality and continuous improvement.

Health Education England (HEE) has no tradition of developing critical national systems in an agile way. This role and the adoption of the agile scrum approach is new way of working for us. Along with your colleagues

you will work to make a success of our approach to developing software and services that meet the needs of all our users.

About Us

HEE provides leadership for the education and training system. It ensures that the shape and skills of the future health and public health workforce evolve to sustain high quality outcomes for patients in the face of demographic and technological change. HEE ensures that the workforce has the right skills, behaviours and training, and is available in the right numbers, to support the delivery of excellent healthcare and drive improvements through supporting healthcare providers and clinicians to take greater responsibility for planning and commissioning education and training.

Our **ambition** is to be the best organisation of our type in the world by living our values every day.

Our Core **Values** are that everyone feels **valued and respected** and are **included and involved** in everything that affects them; are **trusted** to make decisions with clear reasons in order to **be empowered** to deliver; are committed to clear, **effective communication**, which is transparent and open when sharing information; takes **pride and has integrity** in everything we do and recognises that everyone has a significant contribution whilst taking **personal responsibility and accountability** for actions and behaviours.

Recruitment Profile

About You

This section details the personal attributes we require for this role. If you feel these describe you we would welcome your application

Behaviours and Values

- Makes sure themselves and others work in a way that complies with legislation and trust policies and procedures on health, safety and risk management
- Takes ownership for improving and maintaining a healthy, safe and pleasant work environment
- Takes actions to eliminate and reduce identified risks
- Uses plain language when carrying out duties
- Aware of the impact of own behaviour on others
- Driven by the needs of patients and service users.
- Leads by example, actively acts as a role model in own behaviour and fosters an inclusive culture Interprets equality, diversity and rights in accordance with legislation, policies, procedures and good practice
- Constructively challenges and accepts constructive challenge from others
- Empowered and enabled to deliver
- Recognises that improved patient care is at the heart of all decision making
- Makes decisions and has a clear reason for the decisions made
- Actively promotes change and improvement and sharing of knowledge and information. Promotes a safe environment for exchange of views and ideas
- Maintains the highest standards of integrity in all interactions

Skills and Abilities

- Encourages effective communication between all involved proactively seeking out different styles and methods of communication to assist longer terms needs and aims
- Provide and receive highly complex, sensitive or contentious information and support delivery of such information to a wide range of differing groups, often at a very senior level. This involves anticipating barriers to communication and takes action to improve communication, communicating effectively and calmly in difficult situations and with difficult people
- Experience of creating and giving presentations to a varied group of internal and external stakeholders conveying complex concepts and where challenge is likely
- Standard keyboard skills
- Develops partnerships with a range of internal and external stakeholders and actively develops and maintains these
- Is an active and valued participant in development groups
- Encourages best practice across the organisation with appropriate use of networks
- Successful negotiator displaying high levels of political astuteness to achieve outcomes in difficult and contentious situations
- Ability to prioritise own work effectively and be able to direct the activities of others assuming line management responsibilities for a group of staff
- Capable of effective planning over medium to long term timeframes making adjustments and planning resourcing accordingly

- Ability to problem solve and respond to sudden unexpected demands
- Ability to understand a broad range of highly complex information quickly and making decisions where opinions differ/no obvious solution and makes decisions where a range of possible actions may be available
- Anticipates and resolves problems before they arise
- Ability to work and make decisions autonomously
- Guided by principles and broad policies/regulations and take action based on own interpretation
- Interpreting national policy for implementation offering subject matter expertise to influence direction
- Is a role model for team in terms of delivery of high performance and instils a culture of high performance within team and develops ability in others to manage time effectively and respond positively and flexibly to differing workloads and priorities
- Is a role model for teams in terms of quality assurance and performance and instils a culture of high quality within team
- Excellent ability to exercise high levels of diligence when assessing or preparing documentation, especially when information is received from a variety of sources and may be conflicting
- Able to maintain concentration for a prolonged period of time e.g. checking documents, writing reports and analysing statistics
- Able to maintain concentration and work effectively in a climate where there is an expectation that work patterns will have a large degree of unpredictability

Experience and Knowledge	Qualifications and Training
<ul style="list-style-type: none"> • An experienced manager, responsive to team dynamics and the development of the developers and others within the wider Development Team. You will ensure the developers are supported and developed and able to work at a high level of productivity and motivation while fostering a high degree of involvement from developers in collective accountability for architectural and technical decisions, and working in an inclusive rather than directive management manner. • To have specialist knowledge and a high level of competency as a Full Stack <u>or a</u> Front End developer, but able to understand both development branches. <ul style="list-style-type: none"> ○ If you are an experienced For Front End developer, you will need to: <ul style="list-style-type: none"> ▪ To have specialised knowledge and competence developing software applications at the “front-end” with particular proficiency and fluency in: <ul style="list-style-type: none"> • HTML / CSS / JavaScript / AngularJS / Grunt and be adaptable and flexible to change 	<ul style="list-style-type: none"> • Educated to masters level or equivalent level of experience of working at a senior level in specialist area • Evidence of continuing professional development

alongside evolution of practice, standards and alternative software choices.

- LESS or SASS
- Building accessible and responsive applications, e.g. using BootStrap
- Version control systems such as git e.g. currently use GitHub.
- Calling HTTP APIs (REST and SOAP)
- Quality assurance and processes of general and team continuous quality improvement.
- Test Driven Development (TDD) and / or Behaviour Driven Development (BDD)
- Security

- To work heavily and understand the needs of the Development Team's business analysts and UI/UX designers and researchers in order to produce good systems and services and to understand what the user wants. This will include having non-technical discussions with the end users. This effort will, for example:

- Turn wireframes into clickable prototypes for Alpha products
- Build the front end elements of the Beta and Live products
- Ensure that the front end elements align with the interaction design and the user stories
- Ensure that the product is responsive and accessible for all users

- If you are an experienced Full Stack developer, you will need:

<ul style="list-style-type: none"> ▪ To have specialised knowledge and competence in all stages of software development with proficiency and fluency in: <ul style="list-style-type: none"> • The hosting environment (currently Azure), but could be any cloud platform. • Data modelling, and be able to understand and create relational and non-relational data stores. • Object orientated experience and competence. • APIs and interacting with external systems and services, including writing and maintain simple APIs. • Quality assurance and processes of general and team continuous quality improvement. • Security • The post-holder will have experience working in large agile scrum delivery projects. • Comprehensive knowledge of project principles, techniques and tools, such as Prince 2 Foundation and Microsoft Project • Detailed knowledge of maintaining confidentiality and implementing data protection legislation requirements including information governance • Demonstrated experience of co-ordinating programmes and developer activities/tasks in complex and challenging environments • Experience of developing and implementing ICT services/solutions and policy and programmes to support the delivery of team and organisational objectives and business plans • Evidence of planning and delivering an ICT services/solutions and programmes and projects on time and within budget where impact of delivery extends beyond own area of work 	
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| <ul style="list-style-type: none">• Significant experience of monitoring substantial budgets and financial and business planning processes• Significant experience of successfully operating in a politically sensitive environment with diverse stakeholder input• Experience of identifying and interpreting national policy and researching best practice for realising policy objectives• Experience and understanding of evaluating and measuring and reporting on performance drawing on complex information from a variety of sources• Experience of managing risks and reporting• Experience of managing and working in a self-managing team and achieving objectives by working with others not under direct line management control | |
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Expected Outcomes

About your role

This section details the outcomes and deliverables that would be expected from the role

Engaging People/Key Working relationships

- Works with others to make sure there is a clear direction for values, strategies and policies and leads the way when interests are in conflict supporting collaborative working across HEE and LETBs and with wider stakeholders
- Develop, nurture and maintain key relationships and networks (including national) both internally and externally with a wide range of different stakeholders with complex and conflicting requirements
- Develop effective links with other functions to address interdependences and alignment with work areas
- Works with others to develop strategic plans and business objectives for the service. These need to be consistent with values, realistic, detailed and take account of constraints
- Presenting complex concepts in formal settings where challenge is likely
- Close liaison with communications and stakeholder teams on public relations and marketing activities involves and engages users of the service and others in discussions about service direction, improvements and the values on which they are based
- Communicates values, strategic plans and service direction to help all colleagues understand how they are affected. Also creates opportunities for people to contribute their views and ideas
- Works with people affected by service improvements to evaluate the impact of the changes on the service.
- Feeds this information into ongoing improvements
- Continually reviews the values, strategic plans and directions of the service to take account of changing circumstances

Delivering Results/Functional Responsibilities

- To help develop a strong service delivery ethos and approach.
- To use own time effectively and productively.
- Adopt the main features of the Government Digital Service Framework.
- Create technical tasks for the backlog and assist and motivate the team with task allocation.
- Be an agile champion.
- Promotes a positive approach to high quality standards managing effective and quality delivery through high performing teams.
- Clear understanding of role and impact
- To ensure risks and issues are appropriately dealt with and escalated.
- Lead the strategic formulation and planning, allocation and delivery of a broad range of tasks over medium to long term, ensuring risks, issues and dependencies are identified and proactively managed to achieve high quality outcomes
- Actively promotes quality in all areas of work responsible for continually monitoring quality and takes effective action to address quality issues, leading by example and developing others within the team
- Responsible for designing one or more information system(s) to support delivery based on the specification of end users
- Role models quality delivery

- Close liaison with communications and stakeholder teams on public relations and marketing activities
- Deputise for more senior members of the team in representing the organisation in formal settings

Key Working Relationships

- The developers in the agile scrum team.
- The TIS Programme Team.
- The Service Managers who will set the work focus.
- The Development Team who will be key work colleagues.
- Supports the dynamics of working in an effective agile scrum, through participation and proactive involvement in team-member support, agile rituals and collective accountability.

- Support and develop clear lines of governance for all assigned work areas working closely with and supporting Heads of Department
- Collate qualitative and quantitative information and produce meaningful analysis of information to support decision making
- Uses organisation equipment and resources effectively and encourages others to do the same.
- Draft reports and other documents as required for the use of Heads of Departments or others
- Line manager for function responsible for implementing organisation people management policies and procedures within managed function
- Undertake the successful planning and organisation of events and meetings in connection with in areas of responsibility ensuring that the highest level of verbal and written communication is utilised
- May undertake complex surveys relating to role.
- Research and development is regularly carried out to ensure that work, projects and programmes are relevant to the current health economy
- Responsible and involved in budget setting across the programme.

Management and leadership	Setting Direction and Service Improvement
<ul style="list-style-type: none"> • Takes ownership for self and others. Is prepared to be held accountable for managing a team • To deputise to for the Scrum Master, as appropriate. • To support team members, especially in the following areas: <ul style="list-style-type: none"> ○ To support the delivery of day to day activities. ○ Managing junior staff, apprentices and others. ○ To support the identification and sharing of best practice ○ Innovation. • Provide routine and focussed coaching and mentoring to team colleagues. • Manage the developers at an operational delivery level, ensuring personal development needs are effectively managed to ensure optimum staff performance. • Actively role models ethical behaviours and establishes a culture of team work and cooperation. Is a mindful and decisive thinker who makes insightful and effective decisions based on known information and good business awareness delegates effectively and appropriately. Develops team members • Oversee team members to deliver on collective objectives and initiatives • Line management for staff taking responsibility for their personal development and appraisal activity ensuring all employees managed have annual appraisals and personal development plans in place and comply with mandatory training • Responsible for one or more individual's development on the job and job performance management. Work in conjunction with line managers and other job managers to assess and manage confidential information about an individual's performance and capability development Identifies development needs for others and enables opportunities for others to apply developing skills, behaviours and knowledge 	<ul style="list-style-type: none"> • Lead on the initiation, development and implementation of guidance, frameworks and policies in support of assigned work areas actively promoting continuous service improvement • Lead on internal and external service improvements • Presents a positive role model in times of service improvement and organisational change • Supports and works with others to help them understand the need for change and to adapt to it • Manages and evaluates team performance and contribute to the development of an integrated approach to, service improvement • Identifies and evaluates potential improvements to the organisation • Discusses improvement ideas with appropriate people and takes an active role within working parties and steering groups to agree a prioritised plan of implementation to take forward agreed improvements • Commission and/or undertake primary and secondary research to inform development • Plan, develop and evaluate methods and processes for gathering, analysing, interpreting and presenting data and information • Be alert to emerging issues, opportunities and trends which might impact or benefit the programme.

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| <ul style="list-style-type: none">• Takes responsibility for meeting own objectives and development needs. Responsible for team delivery.• Develops and communicates standards and expected levels of performance• Seeks feedback from others about work to help identify own development needs• Management of third parties relevant to assigned work areas to ensure deliverables are met in a time and cost efficient manner• Contribute to the annual business planning cycle• Act in a way that is compliant with standing orders and financial instructions• Responsible for effective matching of available budget to individual projects and programmes and co-ordinating monitoring expenditure and provision of financial reporting to board and senior groups | |
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Benefits Information

About the Benefits

This section details the benefits of working for HEE

What's great about this post?

This is perhaps a unique opportunity to join a major NHS organisation as it transitions to adopting an agile approach for major software and service development.

You will be able help inform and influence how the Development Team starts as a high performing team that is focussed on delivering high quality outputs to the business which will have positive and lasting impact. This will be a challenge and an opportunity to use all your skills and experience, but also to gain new skills and experience. We will ensure your personal development is supported and your experience and skills are utilised.

We are a national organisation and you will be highly user and business focussed. This will entail engaging and working with staff and stakeholders across the country and at local sites.

What other opportunities are available to me?

We'll be committed to your training and development from day one.

When you join, you'll receive an induction and have the opportunity to attend a variety of skills-related courses, some on-line.

Our learning and development strategy includes all the ways that we can support you to 'shine' and excel in your role and is open to our staff at every level in our organisation. It also includes Leadership and

What's the terms and conditions?

As an NHS employer the following terms and conditions apply to this post:-

Salary

NHS TCS 2018- 8b

Usually starting at the minimum and progressing on an incremental scale

Hours of Work

37½ hours per week. Monday to Friday

Permanent, Fixed Term or Secondment

Full time, Permanent

Leave and Bank Holidays: 27 days per year and 8 bank holidays, pro rata if part-time. Leave increases to 29 days per year after 5 years service and 33 days per year after 10 years service

Pension: The NHS Pension scheme is based on length of service and salary at retirement (not dependent on investment returns). It provides a retirement pension worth 1/60th of reckonable pay per year of membership. There is also the option to exchange part of the pension for cash at retirement, up to 25% of capital value

Other useful information

Your essential role will indirectly contribute to saving and improving people's lives.

Job-sharing and part-time working is welcomed. Please indicate this on your application form.

We are committed to implementing reasonable adjustments for people with disabilities.

Management development and provides the opportunity to apply for funding to support personal development activity.	If you are successful, you will be issued with a contract of employment which will include a full statement of the terms and conditions of service and Job Description
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