

## JOB DESCRIPTION

### PART A: JOB DETAILS

<b>JOB TITLE:</b>	<b>Leading Operations Manager</b>
<b>AFC BAND:</b>	<b>7</b>
<b>HOURS:</b>	<b>37.5 Plus unsocial hours up to 25% (AFC)</b>
<b>DIRECTORATE:</b>	<b>Service Delivery</b>
<b>DEPARTMENT:</b>	<b>Service Delivery – Sector Services</b>
<b>REPORTING TO:</b>	<b>Assistant General Manager, Service Delivery</b>
<b>BASE:</b>	<b>The post holder core base location will be within a sector of the operation to where they are normally working. There is a requirement to regularly attend all stations within the area of responsibility.</b>

### PART B: JOB SUMMARY

This post is an operational incident response (Bronze level) and a Paramedic clinical leadership role, based within a locality supporting the Assistant General Manager and local team by being responsive to operational needs as required across the region. The post holder will need to be capable to undertake all roles at Operational (Bronze) level until relieved.

The purpose of the role is to compassionately lead a team of clinicians and other support staff within a defined geographical area in the provision of safe, effective, caring and responsive services of a modern ambulance service in an emergency and health system family.

The role provides operational response to any situation that may present, which may include multi-agency or ambulance support to an incident to provide support to the wider health or emergency service environment, welfare, clinical leadership and capacity management. Essential to the role is the ability to ensure professional standards, policies and procedures are complied with. The role is to provide resolution of issues arising to ensure the efficient use and optimal availability of resource whilst providing a safe level of scene management, welfare and excellence in patient care where incident and live time related or where tasked by managers.

The role will require working on patient facing duties 50% of the time.

Leading Operations Managers will provide clinical support, supervision and leadership to staff within a dedicated team in their geographical area of operation. They will contribute to the provision of a 24 hour, mobile clinical supervision and support resource, providing staff with face to face, on-scene clinical support and supervision.

The proactive aspect of the role is to work with clinicians in the operating environment to support their development and address performance related matters or support following adverse or traumatic incidents. The aim is to support a model of proactive support as well as reactive to patient events to develop a strong clinical response model of operating.

As part of a locality based team, the post holder will support the general running of the locality in conjunction with the Assistant General Manager or as directed, with particular focus on the out of hours and substation / posts environments.

The post holder is locally responsible for the support of all clinical, quality, financial, performance, governance, assurance, planning, communication, objective setting and review and key message delivery to staff within the locality.

## **Key Result Areas & Performance Indicators**

- Undertaking duties as part of an ambulance crew
- Provide proactive and reactive clinical leadership as a senior clinical role model and leader in operations and at operational incidents
- Undertaking duties as the operator of solo response vehicles ;
- Spend on average, of about 50% of your time station-based supporting a team of staff, specifically:
- Provide clinical leadership to improve patient and staff outcomes, shared learning and learning from experience and mentoring staff where they see the need;
- Delivery of Operational Workplace Reviews for the team in line with corporate guidance;
- Work with staff to improve clinical and operational quality and performance
- Delivery of appraisals, Personal Development Reviews (PDRs) and Personal Development Plans (PDPs) annually to all eligible staff within the team;
- Managing performance improvement of staff within the team;
- Managing absence and abstractions in line with objectives provided.
- Meeting and improving key performance, quality and personal targets contributing to the achievement of the service plan.
- Improving employee satisfaction results as measured by the staff survey, notably engagement and communications.
- Improving staff retention, attendance and operational performance.
- Meeting patient and internal complaints targets focusing on continuous improvement by actively implementing improvements learned from outcomes.
- Support the management of hospital turnaround time and overall job cycle time within stated Trust parameters.
- Maintaining a high level of operational availability by optimising resource availability time.
- Delivery of all agreed personal objectives.

## **PART C: KEY RELATIONSHIPS**

The role is a key leader in the local environment, both internal and external. The list is not exhaustive, but would include the following and their associate support.

- Middle and Senior Managers across all directorates and sub directorates
- Other emergency services front line and supervisory staff.
- Front line staff Service Managers in acute trusts
- Hospital staff / managers
- Communications Team
- Safety and Risk department and staff representatives
- Local Staff Partnership representatives
- Tactical cell (Regional Coordination Centre) and associated functions
- EOC managers and staff

- Central investigations team
- Fleet
- Logistics
- HART
- Air Ambulance and BASICs schemes
- TRIM practitioners
- Wellbeing manager
- Human Resources Managers
- Resilience Managers
- Area Clinical Leads
- Trade Union representatives

## PART D: JOB SPECIFIC RESPONSIBILITIES

Strategy	Demonstrated by:
<p>As a member of the sector service delivery team, taking a leading role in the delivery and achievement of objectives and communication of key timely messages by:</p> <ul style="list-style-type: none"> <li>• Supporting service plans to improve patient care;</li> <li>• Actively contributed to assigned portfolio responsibilities on behalf of your team, locality or on a Trust level as required;</li> <li>• Monitoring service delivery so incident and delivery teams are able to respond rapidly and effectively to changes in demand for patient care, working practices, external and internal factors;</li> <li>• Reviewing and monitoring strategies and plans to keep incident responses and management current to reduce risk, improve service delivery and maintain efficiency; and</li> <li>• Challenging current strategies and plans; proactively identifying and implementing improvements at a local level.</li> </ul>	<p>Achievement of personal objectives and standards to contractual requirements between the EEAST and its commissioners</p> <p>Quality Standards Organisational Sensitivity Planning and Organising</p>
Operational Delivery	Demonstrated by:
<p>Have delegated responsibility for the delivery of sector delivery plans, meeting a range of contractual standards, KPIs, locally agreed, clinical, quality standards, holding managers and teams to account by:</p> <ul style="list-style-type: none"> <li>• Responding to incidents both planned and unplanned, as required;</li> <li>• Working in collaboration with the wider operational, support service teams, and key stakeholders to provide consistent, timely and integrated service;</li> <li>• Monitoring performance against targets and taking positive action to improve it;</li> <li>• Being proactive in the production of resource to meet the operational requirements;</li> <li>• Undertake training and maintain proficiency in operational command and where applicable airside operations to include any statutory and mandatory training requirement;</li> <li>• Supporting the delivery of high quality patient care, professional standards and services at the required time and place, with the most effective resources, staff, levels of knowledge, skills and experience;</li> </ul>	<p>Achievement of personal objectives and KPIs.</p> <p>Trust overall achievement of National and contractual performance targets. Qualitative data including annual appraisals,</p> <p>Leadership Delegation Organisational Sensitivity Decisiveness</p>

<ul style="list-style-type: none"> <li>• Providing accurate and timely reports on incident and investigations as required;</li> <li>• Integrating effective risk management into service delivery;</li> <li>• Promoting the practice of continuous improvement and learning from experience to provide best practice in resource and people management;</li> <li>• Undertaking an operational command role in the event of a serious, significant or major incident, or situation within the Trust as required by the Tactical Commander.</li> <li>• Being responsible for attending incidents to provide visible leadership and ensuring the safety and wellbeing of staff and responders.</li> <li>• Being responsible when attending incidents to ensuring the appropriate timely care of patients and efficient use of resources.</li> <li>• Undertaking command support at events / stadia as required.</li> <li>• Being responsible for the upkeep and testing of local business continuity plans</li> <li>• Being responsible for representing the Trust at external meetings as required.</li> <li>• Ensuring the availability of resources to support front line operations 24/7;</li> <li>• Contributing in the reduction in out of service times;</li> <li>• Being responsible for fire safety requirements of the locality</li> <li>• Contributing in the reduction of Hospital turnaround times;</li> <li>• Being responsible for supporting the provision of a resilience 24/7/365 operation within the locality and regionally.</li> <li>• Acting as initial operational commander for any declared major incidents or serious incidents complying with actions contained within Trust contingency plans adopting an assertive position to ensure the Trust's strategic and tactical intentions are communicated and actioned.</li> </ul> <p>Accountable for timely and accurate incident logs.</p>	<p>Planning and Organising Judgement Communication</p>
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<b>Quality Care and Governance</b>	<b>Demonstrated by:</b>
<p>Contributing to the delivery of high quality patient care according to Trust standards, policies and procedures by:</p> <ul style="list-style-type: none"> <li>• Implementing assurance procedures for safe working for all staff and others affected by the work of the service;</li> <li>• Completion of audits as required by the Trust;</li> <li>• Conducting station visits to ensure compliance to trust policies such Health and Safety requirements, medicines management and premise and vehicle security;</li> <li>• Delivering high quality, accurate and comprehensive written documentation to support the Trusts position at future inquires;</li> <li>• Responsible for the delivery of quality indicators at a local level;</li> <li>• Maintaining high standards of service relating quality, safety, performance and financial standards across your area of responsibility;</li> <li>• Being responsible for managing complaints, clinical incident management, and collision management of staff within the locality.</li> <li>• Being responsible for the maintenance of a professional level of awareness and understand of the Health and Social Care system as a whole and represent expertly the roles and responsibilities of the Ambulance Service as a regional provider.</li> <li>• Undertaking investigations and hearings as directed up to and including first</li> </ul>	<p>Quality standards Judgement Strategic Perspective Leadership</p>

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level warnings.

- Being responsible for maintaining a status of readiness for Quality inspections within the locality
  - Optimising the efficiency of service assets – sites, vehicles, technology and demonstrating value for money
  - Ensuring you are personally up to date and fully conversant with the Trust's major and serious incident plans, specific contingency plans and all relevant local and national training required by the role;
  - Being aware of the responsibilities associated with the equalities legislation and the Trust's Equality & Inclusion strategy and action plan, promoting an environment in which equality and inclusion are valued.
  - To be a first point of contact for receiving and actioning any issues in relation to staff, ambulance locations, vehicles and equipment
  - In liaison with the Assistant General Manager, participate in the review and revision of operational guidelines.
  - Responsible for ensuring effective implementation of any revised, updated or new procedures/equipment and establish safe and efficient working practices with staff.
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<b>Stakeholder Relationships and communications</b>	<b>Demonstrated by:</b>
<p>Working and collaborating with internal and external stakeholders to achieve objectives and promote the position reputation of the service by:</p> <ul style="list-style-type: none"><li>• Managing on-going relationships with other emergency services and local authorities to maintain collaborative working;</li><li>• Engaging with key stakeholders, staff, managers and trade unions to optimise service delivery;</li><li>• Managing stakeholders expectations and proactively creating opportunities to improve, change and streamline processes;</li><li>• Representing the EEAST in public, and the media, including at major incidents and sometimes in hostile, contentious or distressing situations;</li><li>• Responsible for regular engagement events with staff to ensure that the workforce is informed, consulted and engaged in the strategic aims of the Trust.</li><li>• Maintain effective communication and timely response to requests of the tactical command team for the Trust.</li><li>• Ensuring the effective and timely report of incidents, escalation and communication with the Trust where media sensitive.</li><li>• Supporting the hospitals and other NHS providers in dealing dynamically with real time issues that could compromise service delivery.</li></ul>	<p>Qualitative data including delivery of staff bulletins, the Staff survey, annual appraisals, feedback from stakeholders, colleagues 360° feedback</p> <p>Achieving agreed retention targets</p> <p>Sickness in line with Trust targets</p> <p>Leadership Communication Holding to account</p>

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People Management	Demonstrated by:
<p>As part of a locality based team, the post holder will support the general running of the locality in conjunction with the Assistant General Manager or as directed, with particular focus on the out of hours and substation / posts environments. The post holder will need to be able to provide leadership, management, support and guidance to any operational staff member from across the Trust at any time and holding staff to account in real time where appropriate by:</p> <ul style="list-style-type: none"> <li>• Being a role model of positive, inspirational and highly visible leadership; demonstrating the Service's values and adapting communication and style to match the situation and people;</li> <li>• Communicating key messages to staff;</li> <li>• Developing a cadre of staff to work at stadia / events etc through fair, open and transparent process;</li> <li>• Conducting investigations relating to disciplinary, grievance and performance in line with Trust policy and procedures;</li> <li>• Manage and successfully resolve workplace conflict incidents keeping accurate and timely records of interventions, decisions, actions, and outcomes;</li> <li>• Use a range of communication skills to support, direct and where necessary instruct staff to deliver their duties in line with Trust policies and procedures;</li> <li>• Providing support for the planning and delivery of Professional Updates and Personal Development reviews for all staff within the area of operation.</li> <li>• Providing first line support to colleagues and ensure that support is put in place as necessary in line with the wellbeing strategy and available support services.</li> <li>• Being responsible for the improvement of morale, wellbeing, attendance and performance of staff within the sector and maintain a professional accountable environment.</li> <li>• Undertaking clinical supervision and 'one on one' working with all grades of clinician to ensure Trust quality, safety and performance are met.</li> <li>• Managing poor performance of staff members in line with Trust policy and procedures;</li> <li>• Supporting and delivering operational change that may be resisted by, and unpopular with staff and/or stakeholders;</li> <li>• Completing staff appraisals to the required deadlines and supporting the implementation of personal development plans;</li> <li>• Monitor and maintain an overview of sickness absence in the team and support the Assistant General Manager in day to day management of absence in order to ensure the needs of individuals are met to facilitate an appropriate and timely return to work;</li> <li>• Actively manage staff sickness in line with the managing attendance policy, up to and including the informal warning stage;</li> <li>• Carry out formal appraisals with team members in line with the appraisal policy, identifying strengths and areas requiring development. This will include all grades of clinical staff within the organisation e.g intern and Apprentice Paramedics;</li> <li>• Undertake responsibility for ensuring all team members have the correct uniform and equipment available at all times.</li> <li>• To facilitate support programmes for staff i.e. mentorship schemes,</li> </ul>	<p>Qualitative data including delivery of staff bulletins, the Staff survey, annual appraisals, feedback from stakeholders, colleagues 360° feedback</p> <p>Leadership Communication Holding to account Quality Standards Judgement Resilience</p>

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student education placements etc. as appropriate and as agreed with line manager/ Assistant General Manager

- In liaison with Assistant General Manager responsible for the management of all annual leave in line with Trust Policies, Procedures and any relevant guidance, to meet the operational needs of the Service.
  - To ensure probationary assessments for operational staff are undertaken and completed within the designated time frames, in line with the Trust's Policies, Procedures and relevant guidance and in liaison with the Group Station Manager
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## **PART E: GENERAL RESPONSIBILITIES**

**Financial Management:** All staff must act in a way that is compliant with Standing Orders and Standing Financial Instructions. Funds must be procured in line with EEAST policies, within delegated limits, and used appropriately.

**Flexibility:** The postholder may be required to work at any of the Trust's sites in line with service needs.

**Infection Prevention and Control:** All Trust employees have duties under the "Health and safety at Work etc. Act 1974" which have a bearing on the prevention and control of infection in particular: Staff are expected to understand their responsibilities as outlined in the infection prevention and control policy and related guidelines, comply with all stated systems and maintain their knowledge of infection prevention and control relative to their role.

**Confidentiality, Data Protection, Freedom of Information and Computer Misuse:** All staff must ensure confidentiality and security of information dealt with in the course of performing their duties. They must comply with and keep up to date with Trust policies and legislation on confidentiality, data protection, freedom of information and computer misuse.

**Communication:** All staff should be able to communicate effectively with people who use services and other staff, to ensure that the care, treatment and support of people who use services is not compromised.

**Health, Safety, Security and risk management:** All staff are required to adhere to and act consistently with all relevant health and safety legislation and Trust policies and procedures in order to ensure that their own and the health, safety and security of others is maintained. This will include identifying and reporting all risks to health and safety, working time directive, security of equipment and property, use of necessary safety devices and protective clothing and the achievement of the Trust's objectives in accordance with the Trust's risk management strategy and policies.

**Major Incident:** In the event of a major incident or civil unrest or other potential large scale service disruptions (e.g. Pandemic) all East of England Ambulance Service NHS Trust employees will be expected to report for duty on notification. All employees are also expected to play an active part in preparation for a major incident, civil unrest or other potential large scale service disruptions (e.g. Pandemic) and to undertake training as necessary.

**Business Continuity:** All AfC Band 7 postholders and above, are required to ensure that the business continuity management system requirements under their area of responsibility are fully embedded into day to day business processes and that the necessary resources are available. Postholders should promote continual improvement of the Trust's business continuity management system. This includes communicating the importance of effective business management to their team(s) and direct and support

others to contribute to the effectiveness of business continuity. Promote continual improvement of the Trusts business continuity management system.

**Equality and Diversity:** Actively promote the Trust's commitment to equality and diversity by treating all patients, colleagues and visitors with dignity and respect and comply with related policies including Equal Opportunities Policy, Dignity at Work Policy, Recruitment and Selection Policy etc.

**Mandatory, job related training and CPD:** Take a proactive approach to own personal development in order to ensure that skills set is aligned to the demands of the role as it evolves and develops to meet the organisation's changing needs. This will include full participation in KSF and appraisal.

**Safeguarding children and vulnerable adults:** All employees have a responsibility for protecting, safeguarding and promoting the welfare of children and vulnerable adults. Further information about the Trust commitment to this and your responsibilities can be sought from the Trust's Child Protection Leads.

**No Smoking Policy:** East of England Ambulance Service NHS Trust is a no smoking Trust and all staff must comply with the Trust's no smoking policy.

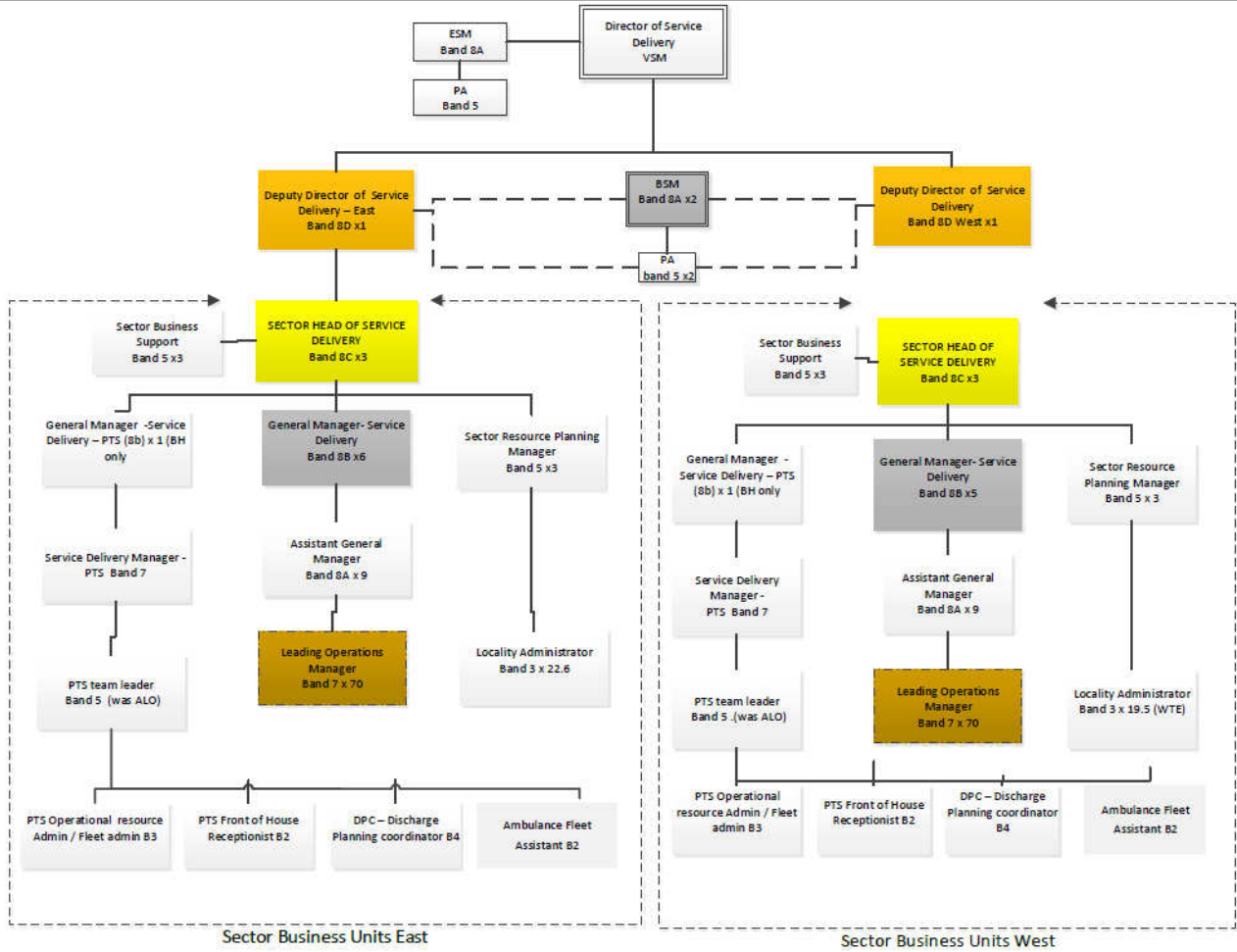
**Data Quality:** It is the responsibility of all employees to ensure data is of a high quality standard, in order to support the Trust in providing a quality service. Data must be accurate, valid, reliable, timely, relevant and complete. For further information on the Trust's commitment to this, please refer to the Trust's Data Quality Policy.

**Standards of Business Conduct:** It is the responsibility of all employees to conduct all business in an honest and ethical manner. The Trust is committed to acting with integrity in all its dealings and relationships and to implementing effective systems to prevent bribery. The Trust will uphold all laws relevant to countering bribery and corruption, including the Bribery Act 2010, in every aspect of its conduct, including its dealings with public and private sector organisations and the delivery of treatment and care to patients. Following the implementation of the Bribery Act 2010, all employees should be aware that if they accept or offer any financial or other advantage, with the intention or knowledge that this is received in order to induce or reward the improper performance of their duties or offered to induce or reward the performance of another person's duties, they may be guilty of an offence under the Bribery Act 2010. For further information on the Trust's commitment to this, please refer to the Trust's Anti-Bribery Policy.

**Sustainable Development:** EEAST is committed to delivering its services in a more sustainable way, encouraging staff and patients to make sustainable lifestyle choices through awareness campaigns and working with local communities. All employees have a responsibility to ensure the Trust achieves its high standard of sustainable development, and have positive impacts on health, expenditure, efficiency and equality across the six counties of the Eastern region in which it operates.



# PART F: STRUCTURE CHART



**PART G: PERSON SPECIFICATION**

<b>KEY COMPONENTS</b>		<b>E / D*</b>	<b>Assessed by application / interview / test / presentation</b>
<b>Qualifications</b>	A degree level of education, or equivalent demonstrable experience	E	A
	A first line Managers qualification equivalent to ILM level 3	E	A
	A first line Managers qualification equivalent to ILM level 4 or above	D	A
	Blue light driver trained, or ability to achieve this standard.	E	A
	A full UK manual driving licence with C1 category with no more than 3 penalty points.	E	A
	Experienced HCPC registered Paramedic	E	A
<b>Skills and Knowledge</b>	Prioritising conflicting demands and often unpredictable work patterns	E	A/I
	Ability to demonstrate visible leadership in challenging and stressful situations.	E	A/I
	Investigation and report writing skills	E	A/I
	Presenting complex, sensitive or contentious information to internal and external groups.	D	A/I
	Demonstrating continuous personal development including leadership and change management.	E	A/I
	Effective and sensitive communications skills	E	A/I
	Ability to adapt tactical actions into operational delivery	E	A/I
	Excellent communication skills	E	A/I
	Experience of budget management	D	A
	JESIP trained, or able to complete JESIP training which can be provided	D	A
	NARU operational commander course acquired within 12 months	E	A
	Multi-agency working	E	A/I
<b>Experience</b>	Mentoring and clinical supervision experience	E	A
	Persuading, influencing and negotiating with frontline staff in time critical circumstances	D	A/I
	Relationship management with key stakeholders in the operational setting to support corporate aims and objectives	E	A/I
	Trained and experienced in operational command (JESIP, NARU etc) (Training can be given if required)	D	A/I
	Experience of managing and influencing people.	E	A/I
	Experience of working with a diverse range of stakeholders	E	A/I
	Experience of leadership of high performing teams.	E	A/I
	Experience in undertaking investigations	E	A/I
	Experience of working in a demanding and fast moving environments	E	A/I
Experience of developing tactical working plan to meet strategic objectives	E	A/I	
<b>Personal Attributes</b>	Demonstrating role model leadership behaviours and adapting styles to match situations and audiences.	E	I
	Ability to consider, decipher and interpret multiple sources of information in real time to make informed judgements and decisions without reference to others.	E	A
	Ability to assertively communicate, state and maintain an	E	I

organizational position to ensure organizational needs are achieved.		
Ability to demonstrate mental agility and decisiveness in rapidly changing environments.	E	I
Being accountable for results and actions and in turn, holding others to account.	E	A/I
Leading, inspiring, motivating, developing and managing staff during; <ul style="list-style-type: none"> <li>- Intense operational pressure;</li> <li>- Critical operational incidents; and</li> <li>- Distressing emotional circumstances.</li> </ul>	E	I
Communicating (orally and in writing), adapting the styles and messages to match the situations and audiences including delivering difficult information and at times, in distressing or emotional situations.	E	I
Initiating, building and maintaining relationships with internal and external key stakeholders; developing partnerships and cooperative working.	E	A/I
A drive to achieve and lead a team to be successful and engaged.	E	A/I
Diplomatic, confidential and assertive.	E	A/I
Willingness to take personal responsibility for the success of the role	E	A/I
Ability to recognise and support staff suffering from emotional trauma, whilst recognising own limits and when to ask for help.	E	A/I
Ability to persuade and influence	E	A/I

#### **PART H: JOB DESCRIPTION RECORD**

This job description reflects the current main organisational priorities for the post. In the context of rapid change taking place within the NHS/Trust, these priorities will develop and change in consultation with the postholder in line with service needs and priorities.

Date Created:

Created by:

Postholder's signature: