



Skills
Development
Scotland

Skills for a Changing World

POSITION PROFILE

Director of Digital and Data



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Dear Applicant,

My sincere thanks to you for taking the time to show interest in this key role of Director of Digital and Data. I hope that this Position Profile pack provides sufficient detail to inform your decision to apply and that the following provides insight to how invaluable I consider this role in the context of our current and future operating environment.

This role is pivotal for our future delivery as a public body focused on working with Government to re-imagine a learning and skills system which is fit for the future. Making best use of our digital platforms presents the greatest opportunity to set out much clearer learner pathways through our all age and stage careers services enabling people to make more informed choices about the pathways they pursue, the support that is available and the likely outcomes that people can achieve.

We are committed to continuing to deliver in a challenging time of transformation and change as part of the public sector reform agenda and through this role we intend to build on the expertise established in recent years of our digital delivery. In the coming months we will be progressing a collaborative programme of work with Scottish Government to take forward Government's early priorities following publication of the Review of the Skills Delivery Landscape, the Hayward Review and the Purpose and Principles for Post-School Education, Research and Skills. Our digital services and data management capabilities will be key in transforming the services our customers' need, equipping Scotland's people and businesses with the skills they need to thrive in a changing 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 organization in Scotland to be awarded "7-star recognition" from the European Foundation for Quality Management (EFQM) for the way we focus on performance improvement and managing change. A reform agency at heart we are strong advocates of transformational change and continuous improvement as we seek to meet the ever-changing needs of both businesses and people across Scotland.

The successful candidate will take a collaborative approach to leading the transformation and delivery of our customer-focused digital services and implement an information management strategy that advances our data capabilities and culture. This will be achieved by enabling our people to re-imagine our digital capabilities, enhance our organisational effectiveness, and continually improve how we manage change. Colleagues all across the organisation demonstrate terrific motivation in the way they feel empowered to put customers at the heart of all we do and in their commitment to own innovation in service development and delivery.

If you are up for a challenge in the context of the pervasive, perpetual and exponential rate of change in the world of work, share our values and ambitious vision to enable many more people and businesses to realise their full potential, then we'd be delighted to talk with you further about joining us on this journey of reform and transformation.



Damien Yeates
Chief Executive



Skills Development Scotland (SDS) is the national skills agency. 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.

Our ambition is that skills contribute to a thriving, productive and inclusive Scotland. The key to Scotland's future prosperity is to ensure that its people and businesses are inspired and enabled to develop the right skills for a changing world. SDS collaborates across the skills ecosystem to make this happen.

We achieve this through intelligence-led delivery of Scotland's Career Service, Apprenticeships, national and regional skills planning, supporting Scotland's employers and other learning and skills interventions in support of Scottish Government ambitions. Through the sharing of expertise, intelligence, and extensive partnership working, particularly with our agency colleagues, we enable the development and delivery of innovative solutions to Scotland's skills and labour market challenges.

The work we do is crucial given Scotland's changing demographics, reduced inward migration, increased economic inactivity, and entrenched structural inequality, all present significant challenges to the current and future supply of labour in the economy, with implications for fiscal sustainability. The inter-play between all these drivers is impacting on both productivity and the labour market in Scotland.

Against this challenging backdrop, the whole of the Scottish skills system and SDS must act urgently to ensure it maximises its contribution to generating the change that will lead to inclusive growth, greater productivity, achieving a just transition to net zero, a more prosperous and skilled workforce, and a fairer, more equal society.

Our vision is that Scotland has an agile, dynamic, and employer-led skills and careers ecosystem which enables all people to develop the skills, adaptive resilience, and personal agency to thrive in a vibrant and inclusive labour market.

This vision is one for Scotland and cannot be achieved by SDS alone. We recommit to working with Scottish Government, agency colleagues, and partners across the whole of the skills and careers ecosystem to generate real change and achieve shared outcomes.

[Our Strategic Plan: Skills for a Changing World](#) and corporate goals reflect this vision:

- Industry-focused Skills: People develop skills and competencies that drive productive businesses and regions, and help create a fairer, more equal society;
- Inclusive Talent Pool: Talent is diverse and resilient, with people who can all adapt and thrive in the changing world of work;
- Invested Employers: Employers invest in Scotland's workforce through job opportunities, skills development, and fair work;
- Intelligence-led System: An agile, responsive, resilient, and inclusive skills ecosystem consistently delivers the skills the Scottish economy needs;

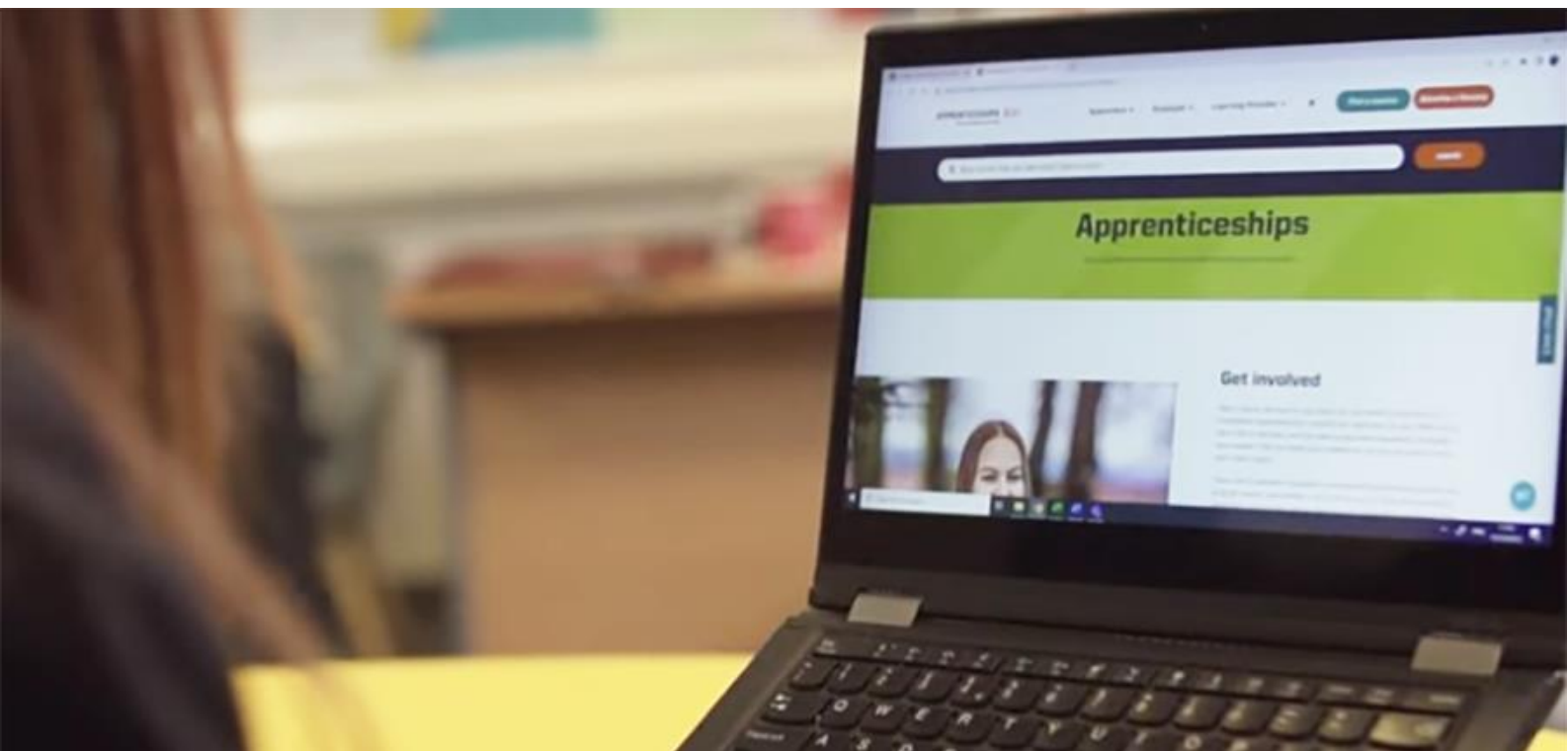


- As a responsible public body, we will also ensure that we are an: Impactful Organisation: Team SDS maximises return on investment, collaborating to deliver better outcomes and experiences for our customers, colleagues, and the economy.

We are Platinum Investors in People accredited and have four core values which 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

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





Moving forward

The SDS strategic plan 2022 - 2027, Skills for a Changing World, sets out our vision to ensure Scotland has an agile, dynamic, and employer-led skills and careers ecosystem which enables all people to develop the skills, adaptive resilience, and personal agency to thrive in a vibrant and inclusive labour market.

As we continue to live with increasingly unpredictable and rapid change, SDS recognises we must transform our organisation and services to realise this vision. Transform 27 is our framework which will direct how we will transition to a new, sustainable operating model by 2027 and our Digital and Data capabilities are at the heart of this transformation.

Through greater integration with and across our digital content and channels, we hope to exploit the richness of our customer data and insights, to transition to a new Target Operating Model. Due to retirement, we are now seeking a new Director of Digital and Data to lead on the delivery of reimagined products and services that better align to future customer needs and preferences.





As Director of Digital and Data you will provide strategic digital interpretation and translation working directly with business systems owners and our CIO to drive digital transformation within SDS for the benefit our customers.

You will set the direction for your multidisciplinary team committed to realising our specific strategic ambitions and:

- **Inspire innovation and transformation in our digital services** with your ability to think and act from a long-term futuristic perspective to deliver the necessary breakthrough technology which goes beyond next generation digital capabilities. This transformation will deliver and sustain engaging, simplified and coherent digital user experiences as part of reimagining our all age, person centred careers services which will build the customers skills and habits required to negotiate the rapidly changing labour market
- **Lead our ambitions for full integration of our customer and labour market intelligence** with your deep understanding of data analytics, machine learning and artificial intelligence technologies. Deliver our Information and Data Management strategy to achieve the integration of data as a strategic business asset facilitating intelligent and next generation digital channels with customer centric content. Through this integration we seek to enhance our use of data and intelligence to inform collaboration and learning provision, creating a more agile and responsive skills and careers ecosystem. This extends to transforming our use of system-wide data, intelligence and customer voice to deliver better customer outcomes
- **Leverage collaboration across the organisation to transform the data and digital capability within SDS** in ways which, not only improve the reach and user experience of our person-centred services, but increasingly digitally enable efficiency and sustainability of systems and processes across the organisation. This includes working across the business in partnership with our Enterprise Information Systems shared service to protect and secure our customer and business data and systems through an evolving and responsive SDS Cyber strategy to ensure that SDS has effective resilience and recovery processes across our digital and data platforms

Remit

To deliver this you will need to be highly motivated and have the vision, passion and technical expertise to drive innovation and continuous development to accelerate the transformation in our digital user experiences.



Using customer data and insights you will shape our strategies and blueprints, implementing these to deliver on our ambitions, playing a key role in transforming our organisation and digital services to the benefit of our customers. Your remit will span four functional areas: Digital Channels, Data, Business Systems, and Cyber Assurance:

Digital Channels

- Develop and deliver innovative, and engaging digital services which leverage the latest technology and enable an impactful customer experience
- Create and subsequently implement a future service blueprint which will deliver a world-class, cohesive customer journey for all SDS customers and stakeholders, maximising the opportunity for creating an omni-channel customer experience

Data

- Create, design, and own the target data architecture and technologies strategy for SDS; incorporating process / data modelling standards and master data management policies and governance that supports; systems design; an SDS wide view of data; efficient integration between systems and advanced reporting and analytics
- Lead and inspire multi-disciplinary team working across the organisation's data platforms and wider digital estate to develop strategies and implement solutions using industry best practice and standards for data management and consumption
- Lead on the development and implementation of SDS's Information Management Strategy and Roadmap which will raise the data management capability within SDS to meet its vision, goals and target maturity, aligned to internationally recognised standards

Digital Business Systems

- Through a collaborative approach, lead the development, support and effective utilisation of business systems, translating business need into digital solutions
- Create value for the organisation by unlocking the potential of our technology investments and sharing data in ways that provide insight that will spur innovation in our services
- Provide oversight of the appraisal of digital and data proposals within SDS, challenging and influencing, where necessary to ensure there is alignment with the future vision of the organisation, the labour market for skills and the economic environment

Cyber Assurance

- In partnership with the EIS shared service, develop and deliver the SDS cyber security and data security strategy that will ensure robust cyber risk management and recovery of our data, systems, and applications



Knowledge, skills and experience:

Technical Knowledge

- A proven leader in digital transformation, data strategy and data exploitation to deliver an impactful customer experience strategic aim
- Deep knowledge of best practice, user experience and emerging technologies in digital service design and delivery, including machine learning and artificial intelligence
- Considerable experience working in a data-related digital environment to deliver projects and products with decisions on solutions evidenced by data-driven options analysis
- Ability to effect change and innovation at pace, working collaboratively to identify and manage interdependencies and linkages across the organisation
- Knowledge and understanding of government and industry standards, quality and security issues, including the ability to apply cyber security and data management best practice and business continuity principles
- Experience in successfully building, leading, and developing a digital and data function at scale

Personal Attributes

- **Future Visioning** – able think independently and work collaboratively, using initiative to anticipate the future, consider a wide range of variables and set a long-term vision
- **Strategic Thinking** – think strategically, proposing ideas, options and plans to inform and make decisions that take advantage of available opportunities while reflecting a broad and future-orientated perspective
- **Positive Disruption** – sets a positive culture that values creativity, engages, motivates and encourages employees to question the status quo to benefit the organisation
- **Collaborative Mindset** – works collaboratively to develop, maintain and strengthen relationships. Working with others, forging connections, cultivating win-win relationships and building coalitions, that work horizontally as well as vertically internally and externally
- **Authentic Leadership** – acts with the highest level of personal integrity with a deep sense of purpose, continuously building self-awareness and coaching and empowering others to excel. Focuses on promoting a culture of aspiration, fair Work and well-being with a mind-set of optimism and resilience



SDS is an award-winning equal opportunities and fair work employer. Our values and culture are owned and driven by our colleagues and show our commitment to our customers - the people of Scotland. We prioritise employee engagement, wellbeing and development, making us a great place to work.

Joining us you would enjoy the following benefits:

Financial Benefits

- Local Government Pension Scheme - career average revalued earnings scheme with a generous employer contribution offering you a: Secure Pension, Flexibility to pay more or less contributions, Tax-free cash and life assurance to ensure those around you have some protection
- Professional Membership Fees
- Interest-free rail season ticket loans
- A wide range of exclusive discounts, savings and cash back benefits from a range of high street retailers and online shops

Flexibility and Time Off

- 30 days annual leave and 13 public holidays
- Hybrid working model – a balance of SDS workplace and home working

Health, Safety and Wellbeing

- Seasonal Flu Vaccination – reimbursed if employees are not medically eligible
- Eye tests and claims for eyewear
- A range of wellbeing resources to help keep you healthy and well at work and in your home life
- Cycle 2 Work scheme

Work and Family

- Paid time off, including occupational sick pay, parental and shared parental leave, special leave and bereavement
- A Inclusion and Wellbeing paid Special Leave Day
- Free confidential advice for you and your immediate family on a range of topics including health, money matters and illness through our employee assistance program



Personal Development

- A commitment of at least 21 hours per year for your own Continued Professional Development
- Access to a wide range of learning content and materials through the SDS Academy, with additional learning also available via Mind Tools

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.



The Recruitment Process

- Initial interviews will be with our retained advisors at Livingston James.
- Subsequent stages will be held with Skills Development Scotland and confirmed in due course. Interviews will be carried out both in person and virtually as required and as is practical.



Ali Shaw, Director

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