



## OUR PURPOSE

To be a collaborative, innovative and inclusive learning organisation that provides high quality education, training, workforce development, workforce data and technology for Scotland's health and social care workforce.



## OUR VISION

Supporting better rights-based quality care and outcomes for every person in Scotland through a skilled, capable and resilient health and social care workforce.

General Management Trainee – NHS Scotland Management Training Scheme  
Workforce Directorate – Organisational Development, Leadership and Learning  
NHS Education for Scotland (NES) 2026

Location: Multiple Boards in NHS Scotland Regions  
Grade: Agenda for Change Band 6  
Salary: £34,191 per annum (65% of Agenda for Change Band 6 Scale maximum of £52,603 at 2026/27 rate)  
Job Status: Full Time, 36 hours per week  
Duration: Up to 8 X Fixed term training vacancies for 36 months

*NHS Education for Scotland is committed to creating a diverse and inclusive environment for all employees and is proud to be an equal opportunity employer. All qualified applicants will receive consideration for employment regardless of age, disability, gender identity, marital status, race, faith or belief, sexual orientation, socioeconomic background, and whether you're pregnant or on family leave.*

# Candidate Brief

## About the Directorate

NHS Education for Scotland (NES) plays a critical role in supporting the health and care sector to have the right people, in the right place at the right time through education, training and workforce development. People are the lifeblood of the NHS and social care; NES is right at the heart of ensuring a future supply. We're also central to delivering digital solutions which enable improvement in service to Scottish citizens and support our workforce to deliver it. Our organisation is full of talented, committed, specialists across health and care disciplines, backed up by excellent support functions. We are highly collegiate, innovative and delivery focussed.

NHS Education for Scotland (NES) is the national health board with statutory responsibilities to effect sustainable change through workforce development, education and training across the health and social care system in Scotland, while working at UK level with partner organisations.

The People and Culture Directorate works at a national level to support the delivery of NES's strategic plan and is a key partner to the delivery of Scottish Government priorities for the health and social care workforce. It also provides a comprehensive People and Organisational Development strategy and service for the people who work for NES and externally to NHS Scotland in the recruitment of medical and dental trainees and other vocational trainee groups.

The contract of employment is with NES for the first two years of the Scheme, which acts as host employer for the NHS Scotland Management Training Scheme. Trainees will be placed in one of the NHS Scotland Regions, in which they complete operational and strategic placements throughout the Scheme.

## About the Role

We are looking for General Management Trainees to be placed in NHS Scotland's Regions.

Key responsibilities may include but will not be limited to:

- Managing an operational service and working with clinicians and other staff to effectively deliver and improve service delivery, design and to monitor standards and outputs.
- Assisting in providing leadership and direction concerning the strategic objectives and policies of the organisation.
- Supporting team performance and service development.
- Undertaking self-development.
- Assisting in other duties which are deemed reasonable to their role and band.

## Applying for the role

Complete the Assessment section of the online application form by referring to the Person Specification and Leadership Capabilities\*\* below.

1. Please indicate which Region you would wish to be based during the Scheme (please tick all that apply).
2. Why do you think you are suitable for this role? (Describe how your skills, knowledge and experience match the person specification, while also explaining your motivation and goals, paying specific attention to the Leadership Capabilities of 'Self-leadership' and 'Motivating and Inspiring'.
3. Why do you want to work for the NHS? Think about the NHS Values and pay specific attention to the Leadership Capabilities of 'Vision' and 'Creativity and Innovation'.
4. Please add any other relevant information that will assist us in shortlisting your application, paying specific attention to the Leadership Capabilities referred to in Question 2 and Question 3.

## Person Specification

### Essential Criteria

These attributes are required for the role. Applicants who do not demonstrate the essential requirements in their application will normally not be considered.

### Desirable Criteria

These attributes would be useful for the role. When shortlisting candidates, these criteria will be considered when more than one applicant meets the essential criteria.

Please note that we will use a variety of assessment methods during our selection process and the capabilities we are looking for may be tested at some or all the recruitment stages.

Factors	Essential criteria	Desirable criteria	Means of assessment
<b>Qualifications and Experience</b>	Equivalent to Scottish Credit and Qualifications Framework level 10, in any subject area	Previous work experience	Application Pre-employment checks
<b>Specific Skills and Knowledge</b>	High level of critical thinking and problem solving, including verbal and numerical reasoning.		Online psychometrics Online interactive assessment process Interview

<p>*Listed at the MTS website:  <a href="https://www/mts.scot.nhs.uk">https://www/mts.scot.nhs.uk</a></p>	<p>Effective communicator (written and verbal) with the ability to understand the audience and adapt communication style accordingly.</p> <p>Ability to work independently, to effectively organise and prioritise own workload and that of others, and to meet strict deadlines.</p> <p>Demonstrate honesty, integrity, care and compassion when dealing with others, utilising tact and influencing skills when necessary.</p> <p>Proven expertise in using Microsoft 365, or equivalent, in particular online meeting platform, Word, Excel, PowerPoint.</p> <p>Values driven approach to practice, aligned with core NHS values*.</p>		
<p><b>Leadership Capabilities**</b></p> <p>**Described in further detail at the MTS website 'Guidance for applicants'</p>	<p>Vision:</p> <ul style="list-style-type: none"> <li>• Seeing how best to make a difference</li> <li>• Communicating and promoting ownership of the vision</li> <li>• Promoting a public service ethos</li> </ul>		<p>Application</p> <p>Online interactive assessment process</p> <p>Interview</p>

– ‘Leadership capabilities’:  
<https://www.mts.scot.nhs.uk>

- Thinking and planning strategically

Self-leadership:

- Demonstrating and adapting leadership
- Improving own leadership
- Enabling intelligent risk-taking
- Demonstrating and promoting resilience
- Challenging discrimination and inequality

Motivating and Inspiring:

- Inspiring people by personal example
- Recognising and valuing the contribution of others
- Driving the creation of a learning and performance culture

Collaborating and Influencing:

- Leading partnership working
- Understanding and valuing the perspectives of others
- Influencing people

Creativity and Innovation:

- Seeing opportunities to

	<p>do things differently</p> <ul style="list-style-type: none"> <li>• Promoting creativity and innovation</li> <li>• Leading and managing change</li> </ul> <p>Empowering:</p> <ul style="list-style-type: none"> <li>• Enabling leadership at all levels</li> <li>• Driving a knowledge sharing culture</li> <li>• Promoting professional autonomy</li> <li>• Involving people in development and improvement</li> </ul>		
<p><b>Personal Attributes</b></p>	<p>Eligible to work in the UK for the duration of the Scheme.</p> <p>Able to meet the travel requirements of the role (which may involve travelling and temporarily re-locating between sites covering a large geographical area)</p>	<p>High level of personal resilience</p>	<p>Application</p> <p>Online interactive assessment process</p> <p>Interview</p>

## Leadership Capabilities\*\*

Leadership Capability	Supporting Competences / Behaviours
<b>Vision</b>	<p>Seeing how best to make a difference</p> <p>Develops a shared vision by working in partnership with a wide range of stakeholders. Develops clear goals and plans that align with the vision and improve outcomes for people.</p>
	<p>Communicating and promoting ownership of the vision</p> <p>Acts as a role model and fully engages with leaders. Conveys purpose and direction in a way which encourages ownership of a shared vision that improves outcomes for people.</p>
	<p>Promoting a public service ethos</p> <p>Promotes a shared vision internally and externally with integrity and enthusiasm. Demonstrates confidence and builds a sense of pride and passion in delivering services that meet the diverse needs of individuals.</p>
	<p>Thinking and planning strategically</p> <p>Identifies options to deliver clearly defined common goals. Engages key individuals and groups to critically review current thinking, identify best practice and create plans that are challenging yet realistic and achievable.</p>
<b>Self-leadership</b>	<p>Demonstrating and adapting leadership</p> <p>Leads by example and adapts personal leadership and communication style to gain the support of others. Applies a flexible mind-set and plays an active role in achieving the best outcomes for people.</p>
	<p>Improving own leadership</p> <p>Challenges themselves to do new things to become a better leader. Identifies own strengths and limitations and invites insight and feedback from a variety of sources.</p>

	<p>Enabling intelligent risk-taking</p> <p>Seeks, encourages and recognises creative solutions to deliver better services. Involves others in analysing and evaluating data from various sources to identify risks and make informed decisions to improve services.</p>
	<p>Demonstrating and promoting resilience</p> <p>Is resolute in the face of challenge and constraints and is able to move past setbacks. Contributes to a culture that encourages others to adapt to changing circumstance and overcome obstacles whilst remaining focussed on goals and plans.</p>
	<p>Challenging discrimination and inequality</p> <p>Actively promotes a diverse and inclusive culture through openness and approachability. Contributes to a culture that empowers others to challenge inappropriate behaviour, however uncomfortable, and deal with complex ethical and work-related issues using transparent and fair processes.</p>
<p><b>Motivating &amp; Inspiring</b></p>	<p>Inspiring people by personal example</p> <p>Leads with passion, energy and enthusiasm. Ensures visibility, delivers on results and communicates in a candid and truthful way to motivate and inspire everyone around them.</p>
	<p>Recognising and valuing the contribution of others</p> <p>Actively encourages others to share responsibility through active contribution. Recognises and rewards suggestions from those within and outside the organisation, recognises achievements and encourages others to do the same.</p>
	<p>Driving the creation of a learning and performance culture</p> <p>Plans and promotes development, talent and career management for all staff. Establishes ways to share learning across teams and evaluate all learning to ensure that it supports high performance and continuous improvement.</p>

<p><b>Collaborating &amp; Influencing</b></p>	<p>Leading partnership working</p> <p>Provides a dynamic link between own service area, other agencies and wider networks. Progresses objectives and shared interests that improve outcomes for people.</p>
	<p>Understanding and valuing the perspectives of others</p> <p>Manages a wide range of perspectives to seek constructive outcomes. Manages and challenges assumptions and considers a range of potential consequences to reach compromise that enables progress.</p>
	<p>Influencing people</p> <p>Builds strong working relationships with a wide range of people. Uses a range of influencing strategies to bring others with them towards a shared solution or outcome.</p>
<p><b>Creativity &amp; Innovation</b></p>	<p>Seeing opportunities to do things differently</p> <p>Has the courage to take risks, rethink systems and act on opportunities to make on-going improvements. Balances tacit knowledge with evidence-based research and trends to improve the way things are done.</p>
	<p>Promoting creativity and innovation</p> <p>Encourages an ethos that values creativity and innovation at every level of the organisation. Contributes to a culture of imaginative thinking, encourages learning from experience and accepts responsibility for outcomes from errors or failure.</p>
	<p>Leading and managing change</p> <p>Contributes to an environment of innovation and change. Communicates goals, involves others and builds acceptance by ensuring that people have the skills and abilities to achieve change at work and beyond.</p>
<p><b>Empowering</b></p>	<p>Enabling leadership at all levels</p> <p>Promotes a culture that encourages others within and out with the organisation to embrace leadership roles. Actively seeks input from people at all levels to develop leadership skills and share responsibility.</p>

	<p>Driving a knowledge sharing culture</p> <p>Has a clear strategy and action plan to enable the creation and transfer of knowledge. Builds trusting relationships and a supportive environment where people are willing to share knowledge and embed it at the heart of practice.</p>
	<p>Promoting professional autonomy</p> <p>Trusts people to make decisions to achieve better outcomes. Enables contribution by handing over decision-making responsibility within well-defined expectations and boundaries whilst retaining overall accountability.</p>
	<p>Involving people in development and improvement</p> <p>Encourages ideas for improvements from people. Balances the views of people with relevant research and evidence from the outside world and supports others in implementing improvements.</p>