

JOB DESCRIPTION

1. Job Details

Job title	Divisional People Lead
Job grade	Band 8a
Hours	37.5
Reports to	Associate Director of People (Operations)
Division	Corporate
Department/Area	People Directorate
Location	Sherwood Forest Hospitals NHS Foundation Trust

2. Job Purpose

The post holder is a key member of the Divisional Management Team, working as an effective business partner, providing strategic workforce advice, challenging, influencing improvements in the efficient and overall effectiveness of the division and corporate portfolio.

The post holder will act as the link for all people issues within the Division including organisational development, strategic workforce planning & recruitment strategy, talent management & succession planning, change management programmes, staff engagement and health & wellbeing and leadership/ people management skills coaching.

The post holder is responsible for supporting and leading of the delivery of divisional objectives and providing business focused solutions to workforce issues and has a lead responsibility for ensuring achievement and compliance of workforce KPIs,

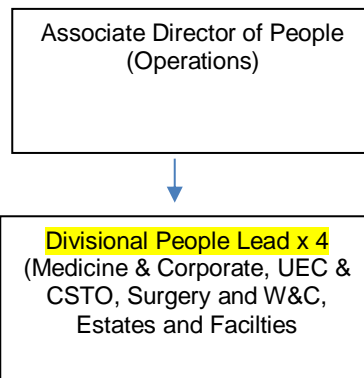
The Divisional People Lead has a corporate portfolio and contributes to the development of the Trust's corporate strategy. The Divisional People Lead role contributes to, the implementation of national initiatives and the achievement of local HR performance targets within the Trust including the NHS People Plan. The Divisional People Lead will also, where necessary support work across the Nottinghamshire ICS.

3. Role of the Department

To provide strategic workforce leadership, advice and support and relevant interventions to Divisional and Corporate teams, ensuring a proactive and risk based approach to the management and effective delivery of workforce solutions.

To engage and support the Divisional and Corporate teams in empowering leaders to make safe, consistent HR decisions to enables both Divisional and Trust objectives to be achieved.

4. Organisational Chart



5. Key Result Areas

Planning and Strategy

- To be a member of the general management team of the Division contributing and advising on the people strategy.
- To act as the Divisional lead for Strategic Workforce Planning, identifying workforce risks and developing long term (3-5 year) strategic plans & mitigations.
- Will supporting shaping workforce strategies beyond divisional responsibilities and where necessary support this across Nottinghamshire ICS. To lead and offer a Strategic HR Business Partner Service than supports the needs of the Trust in relation to providing consistent HR advice.
- To effectively manage, support and deliver the key Trust workforce metrics for divisional and corporate portfolio, setting targets and effectively advising and supporting the management of risks and improvement plans when metrics are outside Trust trajectory.
- To offer a supportive coaching and mentoring to empowers leaders across the divisional and corporate portfolio in achieving key workforce metrics and to identify solutions when performance is not on track.
- To manage and develop a Strategic People Service establishing quality standards for the provision of services and participate in the development of HR strategic plans.

- To contribute towards the development and delivery of the Trust's People Strategy.
- To play a pivotal role in embedding a strategic approach to Human Resource advice within the Trust
- To work in partnership with Senior Leaders contributing HR expertise to strategic planning, business decision making and developing innovative HR solutions to support Trust strategy.
- To participate in the annual planning process, with particular emphasis on workforce issues and ensuring that workforce information is closely linked to what is being planned at divisional and speciality level.
- To take direction from the Divisional General Manager and Service leads and working with Divisional Finance colleagues to assist with ensuring workforce, finance and activity are aligned in the production of the Division's workforce plan.
- To work in conjunction with wider People Directorate colleagues to ensure a consistent HR approach is provided across the Trust.

Workforce Planning and Organisational Change

- To manage and actively participate in the annual planning and implementation of transformation, modernisation and change programmes within Divisions and corporate areas.
- To provide expert advice to managers on the interpretation and implementation of the Change Management policy, including redundancies, contract variations and complex, large scale restructurings, within the context of the legal framework, including highly complex cases involving legal uncertainties and the absence of precedents, or delegate to the HR Manager as appropriate.
- Within Division, to manage all staff change activities for closures and acquisition of services in line with TUPE (Transfer of an Undertaking Protection of Employment Regulations) legislation and provide expert advice to managers and HR staff on the implementation of TUPE, including large scale, highly complex TUPE transfers from consultation through to transfer.
- To facilitate and manage modernisation and redesign of roles and services, harnessing opportunities to transform the workforce and embed strategic HR management within designated divisions.
- To provide expert advice on consultation documents and the redeployment process of 'at risk' staff without supervision.
- To be the HR lead for designated divisions on highly complex competitive tendering project groups, advising on TUPE and staff affected by change issues, including situations involving competing priorities/legal uncertainties/lack of precedents.
- To take the HR lead for designated divisions on developing, designing and implementing organisational restructuring, coordinating redeployment and redundancy exercises appropriately, in line with best practice, organisational policies and objectives/strategies and employment law, but also in highly complex cases where the law is unclear and there are no precedents.

- To lead with direction from the Divisional General Manager and Service Leads on the Divisional aspects of annual and longer-term workforce planning and talent management process, to ensure a sufficient and sustainable workforce with the skills, experience and capability to meet service needs, including succession planning, workforce planning and modern ways of reducing recruitment challenges.
- To develop and implement a workforce plan and training plan for the division
- To support the development of the Divisional operational plan that will contribute to achieving the relevant Trust objectives
- To support and work in conjunction with the Trust recruitment function to ensure an effective and timely approach to recruitment across divisional and corporate areas.

Equality, Diversity & Inclusivity (EDI)

- Working collaboratively with colleagues to promote the inclusion of equality, diversity and inclusion is embedded in all policies, procedures and processes affecting the workforce.
- Promoting the work being undertaken across the organisation widely to encourage best practice
- Promotes and persuades senior managers and other stakeholders of the importance of EDI and associated initiatives.
- Takes an operational lead for the implementation of the organisations diversity strategy
- Work with key stakeholders (individuals and organisations) across the region to develop partnership working, share good practice and improve response to Equality, Diversity & Inclusion issues for the service and the workforce.

Employee Relations (in conjunction with People Services Lead)

- To facilitate good employee relations and expertly advise managers and staff accordingly on good practice. To support managers in effective implementation of the Trust's HR policies including MHPSSignposting where necessary
- To advise managers on highly complex and highly sensitive issues, identifying key issues and risks from information provided. This includes conflict resolution through persuasion, negotiation and mediation, in accordance with formal procedures.
- To provide HR advice on a range of highly complex employee relations issues with conflicting options
- To advise on management cases for formal hearings including appeals.
- To interpret employment legislation and case law, providing authoritative advice on all HR related issues, including conduct, capability, discrimination, harassment and maternity etc.
- To monitor employee relations trends for designated divisions and highlight patterns for managers. To ensure that all managers are adequately trained

and supported in dealing with people management issues and that organisational learning takes place from lessons learned sessions.

Organisational Development and Engagement

- In collaboration with the OD team, develop plans, to deliver a wide range of innovative staff engagement, training and OD interventions/events that will form part of the People Strategy that will help to embed the values and culture of the Trust.
- Ensure that culture development is based around patient centred care and is linked into culture and values supporting leadership development.
- In collaboration with the OD team, research, recommend and apply relevant OD models and approaches in the Trust, building up in-house expertise that can be offered across the Division and Corporate areas.
- Seek support from the OD team and provide OD expertise to the Division and Corporate areas in order to maximise staff performance and engagement and achieve the organisational vision. In particular, work in partnership with senior leaders and Trust Talent and OD Lead to contribute to the achievement of this at a divisional / service line / departmental level.
- Encourage collaboration internally and external to the Trust. Engage with internal and external stakeholders including patients and relatives
- . Use feedback mechanisms such as the results of the staff survey, Friends and Family Tests, focus groups and exit interviews to identify issues to be addressed, actions plans and develop and deliver OD interventions that will help to improve our staff and patient experiences. Monitor their application and impact.
- To offer support, and relevant interventions to develop leadership capability across the Division offering 121 coaching support and relevant training to develop this
- To work closely with Occupational Health Service to promote health and wellbeing approach that can be of benefit to engagement across the Division and Corporate teams.

Team Management

- To contribute to the leadership of the wider senior HR team, and provide specific leadership, ensuring the engagement of the team in delivering a high quality and respected HR service.
- To maintain consistently high professional standards and act in accordance with the CIPD Code of Professional Conduct, and to be a role model for other members of the team.
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Training and Development

- To develop and provide Trust-wide training (formal/informal) to line managers and employees on relevant policy, procedures and best practice to support a proactive approach to HR.
- To draft and deliver training programmes as and when needed.

- To assist in promoting a positive learning and personal development culture throughout the Trust
- To ensure effective communication with other members of the People Directorate, cascading information ,providing coaching and training and support as required.
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Workforce Information and Performance

- To ensure that appropriate HR logs/databases are set up and managed to capture workforce data and ensure that these are kept up to date by the team
- To develop, create, analyse and present statistical reports using workforce data from a variety of information systems
- To analyse and interpret organisational information that enables early interventions to be maximised.
- To utilise workforce data and present and report on this regularly for the Trust, analysing and identifying trends in data, to identify/anticipate strategic and Operational workforce issues and appropriate strategies for the Trust, Division or HR service developments that may be required and take these forward.

General Departmental

- Support the Associate Director of People (Operations) by deputising and attending meetings as agreed
- Effectively communicates and presents complex, sensitive or contentious information, where persuasive, motivational, negotiating, training, empathic or reassurance skills are required. This may be because agreement or co-operation is required or where there may be barriers to understanding.
- To research, review and propose policies and support policy implementation, embracing best and future proof HR practice.
- Ensure that duties do not disadvantage individuals or groups and that everyone is treated equitably and with respect, maintaining appropriate standards and behaviours.
- Promote good health and safety practices in day to day work areas and taking necessary action to ensure a healthy and safe working environment.
- Undertake any other duties which may be reasonably regarded as within the nature of the duties, responsibilities and grade of the post as defined, subject to the proviso that appropriate training is given and that wherever possible significant changes of a permanent nature shall be mutually agreed and incorporated into the job description in specific terms and the post re-evaluated if the change is likely to result in a job evaluation score change.
- To regular participate in the completion of Job Evaluation panels and to act as a management representative.
- To lead, develop and input on Trust wide project and portfolios as agreed with the Associate Director of People (Operations)

- To support with ensuring compliance with the Equality Act 2010 by assisting with activities and projects in line with the Diversity and Inclusivity work plan

6. Physical and Mental Skills

The post holder is required to analyse, interpret and understand highly complex information/situations around workforce and HR related matters at an individual, Divisional and organisational level making decisions and recommendations on the course of action needed to influence and implement a range of options.

Well-developed planning and organisational skills are necessary in formulating and writing long-term strategies and action plans as agreed by the Divisional General Manager and Associate Director of People (Operations), at a Divisional and corporate level and putting these into practice through projects and initiatives. Outcomes may not be clear and may need to be reviewed during implementation and subsequently evaluated to help guide future activity.

Strong communication skills are needed when making presentations matters relating to operational HR concern, communicating information and ideas, catering for differing audiences and developing styles to meet these.

In meetings and working with work colleagues negotiation skills and the ability to influence others is important in gaining co-operation to take forward initiatives.

Equally strong communication skills and influencing skills are necessary when working with individuals with differing needs where it is important to understand and empathise with individuals, motivating and persuading, helping staff to overcome barriers.

Standard keyboard skills are needed along with skills in using training equipment.

7. Responsibilities of the Post Holder

Line Management

- No direct line management responsibility
- To be a role model for other members of the team and support colleagues where required with own knowledge and experience.
- Provide leadership within Divisions to through coaching, mentoring and training

Information Resources

- Required to analysis situations, identify potential issues and develop appropriate plans to ensure issues can be addresses and resolved.

Research and Development:

- Support the co-ordination of information required for department audits as required
- Support the co-ordination processes in order to collate information for reports/audits that enable SFHT to benchmark our operational HR approach against other NHS Trust's and recruitment best practice.

Financial & Physical Resources

- To ensure equity and parity with local and national terms and conditions, review and sign off approval on a variety of organisational forms which may affect divisional financial spend.

8. Freedom to Act

To be the lead on Divisional and Corporate HR matters, providing specialist advice and support of all HR aspects.

The role requires an ability to work on own initiative and act independently, guided by principals and broad operational policies and employment legislation.

Freedom to exercise discretion when required and confidentiality when dealing with sensitive and contentious matters.

9. Physical, Mental and Emotional Effort Required

Physical

- The post is office based, with a light-combination of sitting, walking or standing during the day.
- Occasion requirement for driving.

Mental

- Frequent requirement for concentration required for both predictable and unpredictable workload when working, with frequent interruptions from staff and managers seeking advice.
- The department receives daily queries covering a wide range of issues. These are unpredictable and usually require a timely response, often at the expense of planned tasks.
- Requirement for prolonged concentration when producing reports, attending formal hearings or delivering training sessions.

Emotional

- Exposure to emotional circumstances for example staffing relating matters, including matters of gross misconduct as a result of investigating matters of concern, including providing feedback on sensitive matters.
- Rare exposure to severely challenging behaviour

10. Outline of Working Conditions

General office working conditions. Some travel to other hospital sites and external premises will be required.

PERSON SPECIFICATION

Attribute	Essential	Desirable
Knowledge Requirements	<ul style="list-style-type: none"> • Demonstrate in-depth knowledge, expertise and experience and post graduate study, which together is assessed to the equivalent level to master's level. • Excellent knowledge of current HR processes and practises • Current and forthcoming employment law relevant to the role. • Substantial HR advisory experience, to have covered responding to ET claims, complex reorganisations, TUPE, complex grievances and dismissals • Excellent knowledge and ability of interpreting terms and conditions of employment • An understanding of the NHS agenda and demonstrable ability to apply these in practice • Good understanding of Business Partnering • An understanding of NHS workforce strategy and NHS policy • An understanding of how to interpret national policy and develop and delivering strategies. 	<ul style="list-style-type: none"> • Working knowledge of Maintain High Professional Standards (MHPS)
Qualifications- Academic/ Craft/ Professional	<ul style="list-style-type: none"> • Chartered Member of the CIPD. • Masters Degree level education (or working towards) or equivalent experience • Postgraduate qualification in HR or ability to demonstrate the breadth of expertise in this area of specialism. 	
Experience	<ul style="list-style-type: none"> • Demonstrate in-depth knowledge, expertise and experience and post graduate study, which together is assessed to the equivalent level to master's level. • Significant previous experience of applying a business partner approach, working with managers to develop services and applying HR expertise to provide solutions to complex problems 	<ul style="list-style-type: none"> • NHS Experience • Experience of working in Acute Provider NHS settings • Experience of successfully leading and managing a HR team.

	<ul style="list-style-type: none"> • Significant previous experience of developing and implementing HR policies and training. • Experience of working in partnership with TUs • Record of successful achievement in contributing to change as an HR professional • Ability to think and act strategically • Excellent verbal and written communication skills including the ability to develop and write policy, guidance, board and other reports. • Ability to build effective relationships with senior operational and clinical managers • Ability to influence, guide, challenge, persuade at all levels of an organisation. • Advanced negotiation, mediation, facilitation, problem-solving, interpersonal, analytical skills. • Ability to deliver on the most challenging issues. Evidence of ongoing continuous professional development. • Ability to develop and implement training in people management • Experience in preparing and delivering training for a diverse user group • Significant previous experience of working with business performance metrics/data to guide and direct strategy • Experience of supporting change management within a large complex environment 	
Contractual Requirements	<ul style="list-style-type: none"> • Continued professional development • Flexible in working pattern to ensure needs of the service are achieved. 	

Job Description Agreement

Job Holder's Signature Date

Line Manager's Signature 

Date January 2025

