

## JOB DESCRIPTION

<b>Job Title:</b>	Deputy Chief People Officer
<b>Location:</b>	Thames House, Teddington, with occasional work on other sites including Kingston Hospital
<b>Department:</b>	Workforce
<b>Reports to:</b>	Chief People Officer
<b>Accountable to:</b>	Chief People Officer
<b>Liaises with:</b>	Executive Directors, Corporate Directors, Non-Executive Directors, Chief People Officer – OD & Wellbeing and all HR colleagues, Associate Directors, Clinical Directors, Service Managers, Matrons, Senior Managers, Consultants, Staff Side colleagues, and all staff and their union representatives
<b>Band:</b>	9

---

## JOB SUMMARY

The Deputy Chief People Officer is a pivotal member of the Chief People Officer's leadership team and plays a key role in supporting the delivery of the Trust's People Strategy, enabling the Trusts to recruit, retain and develop the best workforce to deliver its goals and objectives and support high quality patient care.

The Deputy Chief People Officer will act as a role model in terms of Trusts' values and behaviours and supports the Chief People Officer in his/her responsibility for all aspects of people management across the Trusts. The post-holder will lead and manage key transactional workforce functions on a day-to-day basis, facilitating and enabling high levels of workforce engagement and performance to support delivery of the Trusts' strategic and performance goals and its improvement priorities.

The Deputy Chief People Officer has a wide-ranging and extensive portfolio including strategy and policy, employee resourcing and retention, recognition and reward, strategic workforce planning, employee relations, and equality, diversity, and inclusion. The post-holder works with the Deputy Chief People Officer – OD & Wellbeing and the HR Business Partnering team to support the effective development and implementation of Trust-wide OD initiatives, culture change and transformation programmes.

---

## **KEY RESPONSIBILITIES/OUTCOMES:**

### **People Strategy**

1. Work in close collaboration with the Chief People Officer and the Deputy Chief People Officer – OD & Wellbeing to develop and deliver the People Strategy, contributing to its on-going development and monitoring, taking the lead on key projects as agreed.
2. Develop and lead on the implementation of effective HR policies and processes to deliver the People Strategy, promoting the confidence of staff in the Trusts' as a fair and responsible employer of choice.
3. Provide professional leadership, guidance and inspiration to HR Teams across the Trusts to deliver improvement initiatives designed to sustain transformational change and embed continuous improvement as the norm.
4. Stay abreast of development in national policy, Integrated Care System (ICS) workforce strategy, and good practice across the NHS and in other sectors to ensure that the Trust is innovative in its approach to people management.
5. Ensure the provision of good quality and timely workforce information to the Trust Board and senior leaders to support effective workforce planning, development and management of workforce performance through key performance metrics.
6. Identify and use benchmarked data to inform Board decision making in relation to HR and workforce strategy, via the Model Hospital, CPOs' networks and other sources.
7. Take responsibility for ensuring that appropriate and effective risk management processes are in place to support the Workforce corporate risk register, Board Assurance Framework and departmental requirements.

### **Workforce Directorate Leadership and Management**

8. To have professional management accountability for key functions in the Workforce Directorate, including the "Ask HR" service, Employee Relations, Temporary Staffing, HR Business Partnering, Medical Staffing, Workforce Information and Planning, Nursery Manager and their teams.
9. To manage and lead the South West London (SWL) Recruitment Hub on behalf of the provider Trusts and the provide
10. To develop and monitor professional Workforce standards and governance for the Workforce directorate and ensure that effective performance management systems are in place.

11. To promote a culture of innovation, flexibility, responsiveness and high performance within the Human Resources team.
12. To regularly meet, support, coach and develop direct reports in line with the Trusts' values.
13. Manage delegated budgets for the Workforce Directorate including budget setting and monitoring as well as ensuring prudent spending in line with the Trusts' Financial rules and regulations.

## **Business Partnering**

14. To oversee the development and integration of the "Ask HR" service within the operations function and to continually review effectiveness of the model, ensuring appropriate handling of first line and more complex issues.
15. Ensure the provision of high quality and timely Business Partnering services, maintaining Trust-wide professional standards ensuring consistency and facilitating the sharing of good practice.
16. Support the development of business partnering capacity and capability in Business partnering teams and for managers across the Trusts.
17. Promote excellence in business partnering practice, ensuring business partnering functions, processes and policies are fully compliant with all employment legislation and support the provision of efficient and user-friendly operational business partnering services.
18. To develop and implement appropriate policies, processes, systems and approaches to embed good people practices and a management style conducive to delivering a people focused service to patients and staff.

## **Medical Staffing**

19. Lead the development of the medical staffing function with the heads of services to provide a first-class service for managing pay and conditions of medical staff.
20. Oversee procedures around junior doctors, consultants job planning, and other key medical staffing conditions.
21. Support the development of new ways of working for the Trusts' medical workforce.
22. Ensure effective e-rostering for all medical staff, working in partnership with corporate and Divisional colleagues as needed.

## **Strategic Workforce Planning and Productivity**

23. Support the Chief People Officer and Trust leaders in the development and implementation of effective Trust-wide strategic workforce planning and modelling as an integral part of the annual business planning process.
24. Support all planning work in line with national guidance to ensure that the Trust has the right numbers of appropriately qualified and trained staff for both the short and longer term and continues to reduce its reliance on temporary staff.
25. Work in partnership with the Divisional teams and HR Business Partners to support the production of comprehensive workforce plans in line with the Trust's strategic objectives and which are owned by and delivered within the Divisions.
26. Working in partnership with the Chief Officer Team, provide Trust-wide support on the identification and development of productivity and efficiency measures.
27. To develop a suite of productivity tools that maximise workforce efficiency (e.g. rostering, bank and contractual tools).

## **Employee Resourcing**

28. Lead the strategic development and implementation of innovative and sustainable approaches to recruitment and retention in collaboration with the corporate medical, nursing and AHP workforce leads and HRBPs.
29. Provide an effective and responsive recruitment service, in support of the workforce plans and needs of the divisions.
30. To oversee the provision of a speedy, effective recruitment process in each directorate, reviewing regularly to ensure the Department meets the ever-changing needs of the Trusts, and achieve good results against predetermined standards.
31. To lead on social media recruitment strategies for individual recruitment campaigns and assist managers in planning effective recruitment strategies, using a variety of recruitment sources and ensuring appropriate resources are available to implement these strategies.
32. To lead on overseas recruitment programmes.
33. Work in collaboration with the Education and Development teams across the Trusts and within the Workforce Directorate to support effective education strategies which maximise all opportunities for innovation in the delivery of effective and efficient education, training and development.
34. Responsibility for medical staff recruitment aligned to Trusts' workforce planning requirements.

35. Develop Trust wide recruitment plans to ensure service levels are optimised and reliance on flexible resources reduced.
36. Lead in the formal and informal education and training of managers in good recruitment practice and best practice in Human Rights, Equality and Diversity.
37. Ensure the delivery of permanent resources in a timely and efficient way reducing the Trusts' vacancy rate and time to start.
38. Manage the contract for the provision of the Trusts' temporary staffing service ensuring it meets service requirements, drives down agency costs and provides a quality, cost efficient temporary workforce.
39. Ensure effective and robust temporary staffing controls and processes with regular monitoring and review.
40. To lead and manage the South West London Recruitment Hub, the lead provider of recruitment services for acute and community Trusts in South West London, with the key aim of delivering a best in class service, meeting the requirements of the Service Level Agreement and quantitative and qualitative key performance indicators.
41. To build strong and collaborative relationships with key stakeholders across the client Trusts.

## **Recognition and Reward**

42. Lead the implementation of national pay policy and provide advice to line managers to support consistent and timely implementation.
43. Lead, in conjunction with the Chief People Officer, the further development and implementation of the Trusts' pay and reward strategy and policies, benefits and recognition schemes, ensuring they are innovative and appropriate to attract and retain a high calibre workforce, and position the Trusts as an employer of choice.
44. Provide oversight of all pay premia and incentive schemes to ensure consistency and avoid unintended consequences or the undermining of the Trust pay structure.
45. Oversee the operational management and development of the on-site staff nursery as a key part of the Trusts' benefits strategy for staff and ensure the provision of a safe service.

## **Employee Relations (ER)**

46. Ensure that all aspects of employee relations are managed in line with Trusts' policies and procedures and with the statutory framework.

47. Lead on the development of a strategic approach to ER which ensures the promotion and ongoing development of positive employee relations in line with recognised good practice and best practice, including a just and learning culture.
48. Ensure effective monitoring and accurate reporting of all ER and MPHS cases and related activities, including exclusions, across the Trusts.
49. Maintain constructive relationships and effective partnership working with Trade Unions and professional associations (local representatives and full-time regional and national officers) as well as Staff Governors.
50. Provide professional advice and guidance on complex and sensitive HR issues to the CPO, Divisions, HRBPs and Chief Officers and senior leaders as appropriate, occasionally taking the personal lead on ER casework in conjunction with the HRBP, where agreed.
51. Ensure that all relevant legislative changes are reflected in policy and practice and that there are effective mechanisms for training and updating HR and managerial colleagues.
52. To lead many of the Trust negotiations with staff side and participate in others.
53. To lead the formal/informal education and training of Trust managers in good employee relations practice

### **Equality, Diversity and Inclusion (EDI)**

54. Provide leadership to the EDI function on a day-to-day basis.
55. Lead on the development and implementation of workforce equality, diversity and inclusion (EDI) strategy for the promotion and management of equality, diversity and inclusion across the Trusts.
56. Ensure accurate and timely reporting of all EDI-related data, including compliance with the NHS Workforce Equality Standards and relevant statutory requirements including (for example) the Equality Act, gender pay reporting etc.
57. Ensure the effective design and implementation of actions to address all areas of inequality and priorities identified within the EDI Strategy.
58. Devise and implement targeted actions and interventions to address any under-represented groups based on analysis of the Trust workforce and the composition of the population served.
59. Work in partnership with colleagues across the Trusts to support the addressing of inequalities including health inequalities across the population accessing our services.

## **Corporate and System Working**

60. Proactively support the Chief People Officer to develop strategy, deliver agreed initiatives and implement agreed plans.
61. Attend Trust Board sub-committee meetings as required.
62. Represent the Chief People Officer at Trust Executive/Chief Officer meetings as appropriate.
63. Develop system-wide partnerships and collaborate with other service partners and stakeholders as agreed and attend system meetings and workshops as appropriate to the role.
64. Provide clear leadership to Trust staff, ensuring that performance is appropriately managed, and that all staff have personal development plans, to ensure an efficient, effective and engaged workforce.
65. Represent, and act as an ambassador for the Trusts at regional and national networking and other events as appropriate.
66. Act as a role model at all times, demonstrating and promoting the Trusts' values and expected behaviours.
67. Ensure sound and prudent financial and resource management
68. Undertake ad-hoc projects as required.
69. Deputise for the Chief People Officer as required.

## **Education and Training/Self-Development**

70. To demonstrate a willingness to learn and develop own skills through discussion and self-assessment.
71. To identify own training and development needs and undertake appropriate training/education courses, both internal and external, where appropriate and through one-to-one coaching and training.
72. To attend all statutory and mandatory training as and when required to do so.
73. To participate in an annual individual performance review process where objectives will be agreed, performance monitored and personal development needs discussed.
74. To act responsibly in respect of colleague's health, safety and welfare following safe work practices and complying with the Trusts' Health and Safety



Policies.

75. To adhere to all Trust Policies as applicable.

*This job description is not intended to limit the scope and extent of the job to be undertaken and will be subject to review and alteration as necessary, following discussion with the post holder.*

---

### **Health Clearance**

Health clearance is required for this appointment. Applicants must complete a medical questionnaire, return it to the Occupational Health and Wellbeing Service and, if required, undergo a medical examination before appointment.

### **DBS**

A DBS check and disclosure will be required before appointment for all posts with access to children or vulnerable adults.

### **Confidentiality and Disclosure of Information**

In the course of your normal work with the Trust you will come into possession of confidential information concerning patients, the Trust and its staff. This information should always be treated according to the Trust's rules on confidentiality. Any inappropriate disclosure may be subject to the Trust's disciplinary procedures.

### **Raising concerns**

Staff may on occasion have genuine concerns about healthcare matters and consequently the Trust endorses the principle that these must be raised in a responsible and appropriate manner, and if necessary using the Trust's 'Raising Concerns (Whistleblowing)' policy.

### **Data Quality/Security**

The post holder is responsible for ensuring that he/she maintains the integrity and quality of both computerised and manual data.

### **Acceptance of Gifts and Hospitality**

The conduct of staff in the public service should be scrupulously impartial and honest and in this context any offers of gifts or hospitality should be discussed with your manager, prior to acceptance.

### **Codes of conduct and professional standards**

All staff should adhere to any codes of conduct or professional standards set by the regulatory bodies with whom they are registered or by professional bodies of which they are a member. Managers should observe the Code of Conduct for NHS Managers.

### **Risk (managerial and supervisory staff only)**

Managers are responsible for implementing and monitoring any identified and appropriate risk management control measures within their designated area(s) and scope of responsibility. Full details are set out in the Trust's Risk Management Policy.

### **Health and Safety**

All staff are advised that, under the Health and Safety at Work Act 1974 and associated legislation, it is the duty of every employee to take reasonable care for their own health and safety and that of other people who may be affected by their activities at work, and also to co-operate fully with the Trust and others in connection with any arrangements to satisfy the



statutory duties and responsibilities under the Act, including undertaking appropriate mandatory and health and safety training.

### **Infection Control**

All staff must at all times be aware of their responsibilities for ensuring infection control and to maintain hygiene standards in accordance with infection control policies and instructions.

### **Personal Property**

The Trust is unable to accept responsibility for articles of personal property lost or damaged on its premises whether by burglary, fire, theft or otherwise and staff are advised to insure against all risks.

### **Equal Opportunities**

Equality of opportunity is an integral part of the Trust's recruitment and selection process and recruiting managers must ensure that they comply fully with the Trust's Equality & Diversity Policy. The Trust aims to ensure equality of opportunity for all irrespective of race, disability, sex, gender reassignment, sexual orientation, age, marriage and civil partnership, pregnancy and maternity, and religion, or belief.

### **No Smoking**

Smoking by staff, patients and visitors, will not be permitted anywhere on Trust premises.

### **Security**

Staff must wear their identity badge at all times to assist in maintaining the security of the hospital; be observant, and not afraid to enquire of people as to their business in the hospital. Any suspicious behaviour must be reported to the Security Officer, manager, or security team.

### **Safeguarding children and vulnerable adults**

Kingston Hospital NHS Trust & Hounslow & Richmond Community Health Trust are committed to safeguarding children and vulnerable adults at risk of abuse. If the post is one that involves access to children and vulnerable adults during the course of their normal duties, an enhanced DBS check will be required. All employees have a responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of the specific duties relating to their role.

### Person Specification – Deputy Chief People Officer

Criteria for Selection	Essential Requirements	Desirable Requirements	Assessment Method
<b>Education/Qualifications</b>	<ul style="list-style-type: none"> <li>Educated to a Masters degree or equivalent post-graduate qualification or equivalent level of experience</li> <li>Evidence of on-going personal and professional development</li> <li>MCIPD, or equivalent experience</li> </ul>	FCIPD Formal project/programme management qualification	Application form Certificates
<b>Experience</b>	<ul style="list-style-type: none"> <li>Demonstrable track record of HR leadership and management covering a range of people functions including (for example) resourcing, workforce planning, equality and diversity, operational HR services, recognition and reward, employee relations, HR Business partnering, staff well-being and temporary staffing</li> <li>Experience of operating at or near Board level, either as a Deputy or Associate/Assistant Director</li> <li>A proven track record of leading, designing and delivering complex and/or large-scale organisational change, working with diverse stakeholder groups</li> <li>Experience of working in partnership with recognised unions and professional groups, including leading discussions and negotiations</li> <li>Experience of project management including both in-function projects and large-scale organisation-wide change projects</li> <li>Experience of delivering cost improvement and/or workforce productivity initiatives that have delivered significant quantified savings</li> <li>Experience of developing and delivering innovative people strategy/strategies that have achieved measurable improvement in staff experience and/or other people metrics</li> </ul>		Application form Interview
<b>Skills/Abilities</b>	<ul style="list-style-type: none"> <li>Highly developed leadership, negotiation and influencing skills, with the ability to motivate, challenge and engage individuals and teams</li> <li>Able to maintain strong operational delivery and execution focus across competing priorities and a fast-moving and changeable external and internal environment</li> <li>Ability to set out a clear strategic direction, inspire others and assume</li> </ul>		Application form Interview

	<p>command, together with an ability to translate strategic objectives into deliverable operational plans</p> <ul style="list-style-type: none"> <li>• Ability to develop effective working relationships with key partners and influence a wide range of internal and external colleagues to bring about positive change, including convening and coaching the HR Business Partners</li> <li>• Credibility and confidence to contribute within a vibrant and diverse clinical and professional environment</li> <li>• Demonstrable commitment to maintaining and delivering excellent customer service</li> <li>• Excellent time management and organisational skills to deliver projects to time and budget</li> <li>• Able to develop creative solutions and with strong problem solving skills</li> <li>• Analytical and judgmental skills with an ability to deal with complex situations tactfully and with discretion</li> </ul>		
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Understanding and articulation of the strategic contribution HR and OD make to the delivery of organisational strategy and performance and to the resolution of local and national issues</li> <li>• Understanding of leading-edge HR practices, measures of impact and their application in delivering organisational effectiveness</li> <li>• Broad understanding of the current NHS policy context, financial regime and workforce and training issues and of NHS working practices and their impact on people management</li> <li>• Excellent knowledge of UK employment legislation and NHS guidance on employment practices</li> <li>• Good knowledge of NHS contracts (AfC and Medical &amp; Dental)</li> </ul>		Application form Interview
<b>Personal Attributes</b>	<ul style="list-style-type: none"> <li>• Proactive and positive approach, with a 'can do' attitude</li> <li>• Aligned to the Trust values and a role model for them</li> <li>• Flexible, well-motivated, adaptable team player</li> <li>• Resilient with ability to work under pressure</li> <li>• Committed to promoting and maintaining openness, inclusiveness and fairness</li> </ul>		Application form Interview

Approved by: \_\_\_\_\_ Manager \_\_\_\_\_ date

Agreed with: \_\_\_\_\_ Employee \_\_\_\_\_ date