

Job Description

Role Title: People Support Manager – Staff Engagement
Band: 8a
Contract: Permanent
Responsible to: Director of Organisational Development
Accountable to: Chief People Officer
Location: UHCW sites

Key working relationships:

This is a key role within our Organisational Development Department and the People Support Team leading our Trust wide work, in line with our People Strategy, to support the development of a culture where our people are fully engaged, supported and listened to. This role will work across the Trust, the People Directorate and will work closely with external partners, agencies, charities and support groups.

Our Vision, Values and Behaviours

At University Hospitals Coventry and Warwickshire (UHCW) NHS Trust our vision is to be a national and international leader in healthcare, rooted in our communities. Our Organisational Strategy *More than a Hospital* (2022-2030) was shaped by the views of our staff, patients and stakeholders and sets a clear plan for improvements in healthcare.

We aim to deliver the best care for our communities, being exceptional in everything we do. We do this by providing proactive, joined up support for local people and we deliver specialised services for those with the most complex health conditions. We set out to create the best experiences for our staff and work positively in partnership with other organisations to achieve the best healthcare outcomes.

Our vision and purpose are underpinned by a clear set of values that reflect the culture we want to create: *Compassion, Openness, Pride, Partnership, Improve, Learn and Respect*. Developed by our staff, our seven values guide what we do daily. Whatever our role or level, we commit to uphold these values as we work together to deliver world class care.



Net Zero and Sustainability.

UHCW NHS Trust, by virtue of its Green Plan, is committed to ensuring that the way we provide services minimises the impact on the environment and the future health of the public e.g. zero waste to landfill, reducing our carbon footprint and increasing our recycling and reuse percentages.

Job Summary

The purpose of this post is to lead the Trust in developing and implementing a holistic and overarching staff engagement plan to improve outcomes and experience for Trust staff. This includes promoting a variety of schemes and working with teams, leaders and managers across the Trust to promote a workforce where people feel safe, supported and looked after. This post will lead and line manage part of the People Support Team which also focuses on equality, diversity and health and wellbeing.

This role will lead the development, provision and delivery of a programme of activity, in line with the Trust Strategy and our People Strategy, valuing and enabling our people, which will improve organisational effectiveness in terms of our staff engagement. This includes all aspects of staff engagement at work including the national staff survey programme, quarterly staff surveys, local engagement activities and corporate offers to understanding more about our staff experience.

This will include leading on programmes of work within the People Strategy and delivery plan ensuring projects remain on track and meet key achievement milestones. The post holder will lead on the delivery of assigned projects ensuring that they are on time and within budget and will co-ordinate, oversee and direct the activities of individual projects. The post holder will have line management responsibilities for a section of the people support team and will also manage delegated budgets associated with this work.

This role will work closely with internal managers and leaders, including the Trusts People Committee to provide expertise and advice ensuring all the organisation's policies, processes and strategies and operations are in line with our aspirations for staff engagement.

Main duties

As part of our commitment to patients and delivery of a world class service for all we have created the UHCW Improvement (UHCWi) System in partnership with the Virginia Mason Institute in Seattle; this involves a structured approach to removing waste and putting the patient first using a lean management system and methodologies. Our culture and ways of working reflect and embed the practices and methodologies of UHCWi. You are expected, where identified, to attend and complete relevant training and development opportunities to support this. This may include Lean for Leaders, Advanced Lean Training, and the Human Factors Programme, amongst others. Full attendance and completion of identified courses is considered essential and a prerequisite for this post.

Key Result Areas and Performance

The main duties will include:

- Lead the development and implementation of a staff engagement delivery plan including leading Trust wide activity relating to the national staff survey, corporate engagement tools and feedback as well as supporting local teams to improve their engagement activities.
- Ensuring all external and internal offers relating to staff engagement are well communicated and built into our corporate and local policies and approaches.
- Ensuring our staff engagement activities are closely connected to our aspirations relating to key workforce metrics across the Trust, including sickness absence rates and reasons, engagement scores and recommender scores in staff surveys.
- Lead the annual cycle for the national NHS staff survey programme working closely with the external supplier, leading the corporate and local field work communications campaign and, working closely with Organisational Development and the People Business Partners supporting each part of the organisation to respond to the feedback with robust and impactful improvement plans.

- Working closely with colleagues across the organisation around change management, quality improvement to ensure a co-ordinated approach to staff engagement compliance.
- Develop effective working relationships with internal and external stakeholders, and to promote understanding and engagement in the staff engagement planning process.
- Lead the development of policies and guidance required for the implementation of the Staff Engagement Delivery Plan across the organisation including the development of service improvement initiatives.
- Identify and influence key leaders to support the cascade delivery of key projects, responding to programme needs, creating confidence supported by evidence.
- Review the performance of projects and their reporting so that all key targets are met, ensuring that there is an ongoing review of progress and where necessary, intervention to ensure that projects are delivering to the required quality and levels of effectiveness, productivity and efficiency.
- Be active in developing and promoting a cycle of staff engagement activities in collaboration with communications team, the People Support Group, and the staff networks.
- Take a pro-active role in promoting external staff engagement learning and development programmes and celebrating achievements and success of Trust participants.
- Lead the production of a broad range of written professional communications tailored to identify the right channels and styles for specific audiences to raise awareness of key terms, phrases and approaches to promote staff engagement.
- Working in collaboration with others to develop communications plans for specific staff engagement projects/campaigns
- Lead the development, publication and review of a robust and compliant Staff Engagement Delivery Plan and appropriate performance measures, aligned with the organisation's strategic objectives and the People Strategy
- Lead the development and improvement of internal processes and systems that improve the organisation's ability to analyse the impact of its policies, processes and operations on the staff engagement of the workforce
- Providing technical staff engagement expertise across the organisation as required
- Develop and deliver mandatory training and development to support compliance and a deeper understanding of staff engagement in practice across the organisation.
- To develop the intranet pages and internal communications relating to staff engagement at work
- To develop knowledge around all aspects of staff engagement at work
- To keep updated on changes in local and national initiatives relating to the post
- To be an active member of identified Trust groups/committees as required
- To assist in producing ad hoc reports and in project work.
- To undertake other duties commensurate with this grade of post in agreement with the relevant line manager.

Person Specification

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Supporting Evidence

In the supporting evidence of your application form, you must demonstrate your experiences by giving specific examples for the criteria within the person specification.

Factors	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • First degree, or equivalent specialist experience • Masters level qualification in a relevant field e.g. Staff Engagement at work or other related topic (or working towards this) or equivalent specialist experience • Evidence of continuing professional development 	<ul style="list-style-type: none"> • Professional accreditation with a body associated with health and wellbeing at work
Experience	<ul style="list-style-type: none"> • Extensive relevant skills and experience in staff engagement at work at a senior level • Experience of delivering and managing a staff engagement or communications service in a large complex organisation • Experience of leading, developing and delivering of Strategic Action Plans • Evidence of championing staff engagement at work across multiple settings • Experience in project management across multiple projects • Significant experience of report writing and presentations for a range of audiences • Experience in developing proposals which are evidence based 	<ul style="list-style-type: none"> • Experience of working with and leading external partners and agencies • Experience of working in a cultural development role and or Organisational Development Role

	<ul style="list-style-type: none"> • Experience of networking and engaging with internal and external stakeholders • Understanding of quality improvement methodology • Successful experience of implementing initiatives to ensure sharing of good practice • Experience of line management including staff appraisal and objective setting 	
Knowledge	<ul style="list-style-type: none"> • Clear understanding of issues relating to health and wellbeing at work • Excellent IT skills including competence in Word, Excel, Powerpoint, Outlook, Teams and Sharepoint • Demonstrable evidence of staff engagement at work in a large complex organisational setting. 	
Skills	<ul style="list-style-type: none"> • Proven ability to provide vision and leadership • Influencing and negotiation skills. • An ability to work effectively as a member of a team and autonomously as required. • Excellent interpersonal and communication skills • Training delivery skills • Strong planning and organisational skills • An ability to work under pressure and to meet targets and deadlines. • Budget management skills 	

<p>Personal qualities</p>	<ul style="list-style-type: none"> • Passionate about staff engagement at work and supporting work cultures where people feel safe to raise issues and share their feedback • Understanding and empathy for issues faced by members of staff • Ability to work under pressure • Ability to work on own as well as across a range of service areas • Flexibility • Respect, honesty, curiosity, tenacity and commitment • High level of integrity and demonstrable commitment to social justice • High levels of social and emotional intelligence • Willingness to travel across the whole of the organisation and occasional travel out of region 	
<p>Commitment to Trust Values and Behaviours</p>	<ul style="list-style-type: none"> • Must be able to demonstrate behaviours consistent with the Trust's values. <i>(As detailed in UHCW's Values in Action document below)</i> • Applicants applying for job roles with managerial responsibility will be required to demonstrate evidence of promoting equal opportunities through work experience 	

Contractual Responsibilities

- **Confidentiality:** The post holder must maintain confidentiality, security and integrity of information relating to patients, staff and other Health Services business.
- **Health and Safety:** All staff must be familiar with the Trust Health and Safety Policy, including a thorough understanding of personal responsibilities for maintaining own health and safety and others.
- **Risk Management:** All staff need a basic working knowledge of risk management to enable them to participate in identification and control of all business risks they encounter in their area of work.
- **Equality and Diversity:** Everyone has the opportunity to be treated with dignity and respect at work and has a clear responsibility to comply with the detail and the spirit of the Dignity at Work Policy.
- **Infection Control and Prevention:** The Trust is committed to minimising risks of healthcare associated infection to patients, visitors and staff. All employees are required to be familiar with and comply with Infection Prevention and Control policies relevant to their area of work.
- **Safeguarding Vulnerable Adults and Children:** The Trust is committed to ensuring the safeguarding of vulnerable adults and children in our care. All employees are required to be familiar with their responsibilities in this area and to raise any concerns as appropriate.
- **Conflict of Interest:** The Trust is responsible for ensuring that the service provided for patients in its care meets the highest possible standard. Equally, the Trust is responsible for ensuring that staff do not abuse their official position for personal gain or to benefit their family or friends. The Trust's Standing Financial Instructions require any officer to declare any interest, direct or indirect, with contract involving the Trust. Staff are not allowed to further their private interests in the course of their NHS duties.
- **Working Time Regulations:** The Working Time Regulations 1998 require that you should not work more than an average of 48 hours in each working week. For example, in a 26 week period you should work no more than 1,248 hours. Employees may choose to opt out by providing written notification as appropriate.

The above duties and responsibilities are intended to represent current priorities and are not meant to be an exhaustive list. The post holder may from time to time be asked to undertake other reasonable duties and responsibilities. Any changes will be made in discussion with the post holder according to service needs.

Our values in action

We live our values in action in our work with patients, visitors and colleagues.

- ✓ Being polite and introducing ourselves to everyone we meet.
- ✓ Treating everybody as individuals and respecting their needs.
- ✓ Being approachable, caring and helpful at all times.
- ✓ Communicating with patients, visitors and colleagues, respecting confidentiality and privacy.
- ✓ Taking the time to actively listen and understand individual needs.
- ✓ Being open and honest.
- ✓ Acknowledging that we don't always get it right.
- ✓ Speaking out when we see things aren't right and supporting others to do the same.
- ✓ Giving praise and saying thank you for a job well done.
- ✓ Celebrating and recognising personal, team and organisational achievements.
- ✓ Using the skills, experience and diversity of staff to better deliver our objectives and services.
- ✓ Actively working with patients and visitors to improve services.
- ✓ Seeking and adopting best practice from colleagues and other teams within UHCW.
- ✓ Taking personal responsibility for our own learning.
- ✓ Keeping up-to-date with mandatory and professional development
- ✓ Developing ourselves and others, independent of our job role or profession
- ✓ Taking personal responsibility to make improvements by suggesting new ways of doing things
- ✓ Taking opportunities to learn with and from others
- ✓ Embracing change and supporting others through it
- ✓ Putting in place ways to receive feedback and acting to change things
- ✓ Seeking and adopting best practice from colleagues and other teams within UHCW
- ✓ Working across boundaries to improve the experience of patients, visitors and colleagues

