

## SINGLE CORPORATE SERVICES

### Employee Relations

<b>Job title:</b>	Senior Employee Relations Manager	<b>To be completed by HR</b>  <i>Job Reference Number</i>
<b>Reporting to:</b>	Head of Employee Relations and Equality Diversity and Inclusion	
<b>Accountable to:</b>	Head of Employee Relations and Equality, Diversity and Inclusion	
<b>Pay Band:</b>	Band 8a	

As part of the Single Corporate Service, the role provides a service across both Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust.

### Job Purpose

The Senior Employee Relations Manager at Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust provides strategic leadership in employee relations, overseeing comprehensive operational functions and ensuring exemplary employee relations practices. This role is integral to embedding a just and learning culture within the Trusts, championing continuous improvement, and enhancing organisational resilience.

### Job Summary

The Senior Employee Relations Manager is a key strategic partner responsible for the effective management and elevation of employee relations practices across Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust. This multifaceted position necessitates a proactive approach to guiding the Employee Relations Team, ensuring their alignment with the Trusts' strategic vision, and fostering an environment of collaboration and empowerment.

The postholder will develop and produce monthly reports for the Head of Employee Relations and EDI based on the alert, advise, and assure framework, to provide evidence the service is delivering the workforce strategy.

### Leadership & Team Development

- Provide strategic oversight and direction for the Employee Relations Team, setting ambitious targets and cultivating a high-performance culture that aligns with the Trusts' mission and values.
- Mentor and develop team members to enhance their capabilities, ensuring they are equipped to address complex employee relations issues while promoting a learning and just workplace environment.

### Strategic HR Oversight

- Collaborate closely with the Head of Employee Relations and Equality, Diversity, and Inclusion (EDI) to define and implement People strategies that drive organisational effectiveness, improve employee engagement, and support continuous cultural improvement initiatives.

- Lead case reviews for complex employee relations matters, applying a just and learning approach to conflict resolution and employee engagement, ensuring fairness and transparency in all processes.

### **Compliance and Risk Management**

- Ensure that all employee relations practices comply with relevant policies, legal regulations, and ethical standards. Proactively identify risks and implement measures to safeguard the Trusts' reputations.
- Develop and maintain robust frameworks for employee relations metrics and audits to assess and enhance compliance, facilitating organisational accountability.

### **Expert Consultation and Guidance**

- Serve as a trusted advisor to senior leadership and stakeholders on nuanced HR issues, offering expert insights and recommendations to inform strategic workforce planning.
- Address sensitive employee relations matters with discretion, utilising conflict resolution and restorative practices to guide discussions and decisions.

### **Cultural Advocacy and Improvement**

- Foster and advocate for a culture of continuous improvement, encouraging innovative practices that align with the Trusts' values and goals.
- Actively engage in initiatives that enhance workplace culture, supporting the Trusts in becoming exemplary employers that prioritise employee wellbeing and development.

### **Collaboration and Stakeholder Engagement**

- Partner with HR Business Partners and leadership teams to align HR activities with overarching business objectives, ensuring that all HR processes are efficient and drive meaningful change.
- Engage in networking and partnerships with external bodies to enhance the Trusts' employee relations practices and share best practices.

## **Organisational Chart**

### **Specific Core Functions**

#### **1. Strategic Stakeholder Engagement**

- Serve as the primary point of contact for key stakeholders, including internal departments and external partners, cultivating robust relationships that facilitate seamless communication and collaborative problem-solving.
- Proactively engage with stakeholders to understand their needs and ensure alignment with Trust objectives, effectively managing stakeholder expectations and delivering strategic HR solutions.

#### **2. Leadership and Development of Employee Relations Team**

- Provide comprehensive line management support and mentorship to the Employee Relations Team, conducting regular appraisals and delivering constructive feedback to drive continuous improvement and excellence in service delivery.
- Foster a high-performance culture by identifying developmental opportunities and implementing training programs that enhance team capabilities and service effectiveness.

#### **3. Financial Authorisation and Resource Management**

- Exercise authorisation responsibilities for the Employee Relations, making critical decisions on expenditure approvals, procurement activities, and asset purchases in alignment with organisational guidelines and financial governance.
  - Ensure resource allocation is aligned with strategic priorities, optimising budgetary processes to support HR initiatives.
4. **Subject Matter Expertise and Strategic Advisory**
    - Act as a trusted advisor to senior management on complex and sensitive HR issues, offering specialised expertise in areas such as TUPE processes, settlement agreements, and policy alignment to ensure compliance with NHS guidelines and best practices.
    - Provide comprehensive employee relations advice and guidance on complex employee relations matters based on policies, AfC and Medical terms and conditions, and best practices.
    - Lead the strategic alignment of HR policies and processes, particularly in the context of delivering a Single Corporate Service, ensuring seamless integration across Trust units for improved service consistency.
    - Oversight of job evaluations in accordance with NHS job evaluation criteria, ensuring that all positions are assessed fairly and equitably based on a systematic analysis of responsibilities, skills, and the impact on patient care, while promoting best practices in workforce management.
  5. **Guidance on HR Policy Implementation**
    - Support and guide managers in the efficient implementation of HR policies and procedures, including conducting formal hearings, assisting during disciplinary processes, and representing the Trust at hearings when necessary, ensuring adherence to procedural fairness and legal integrity.
    - Lead initiatives that drive Employee Relations strategies, crafting policies that foster positive workplace relationships and protect employee rights while ensuring compliance with employment legislation.
  6. **Management of Employee Relations Projects**
    - Oversee and manage Employee Relations projects from inception to completion, coordinating with legal counsel, facilitating staff development initiatives, and ensuring timely delivery of initiatives that enhance the employee experience.
    - Develop and implement interventions targeting people-management challenges, employing evidence-based approaches to drive effective outcomes.
  7. **Expertise in Medical Employee Relations**
    - Provide expert guidance on medical employee relations issues, including Maintaining High Professional Standards (MHPS), ensuring that Trust policies are adhered to, and staff members are supported in complex matters.
  8. **Employment Tribunal Management**
    - Support the effective management of Employment Tribunal claims and requests for Employee Relations-related information, ensuring that the Trust's position is robust and well-represented.
    - Guide team members through investigative processes related to disciplinary, grievance, sickness, and performance cases, ensuring thoroughness and compliance with best practices.
  9. **HR Representation and Consistency in Processes**
    - Serve as the HR representative on Trust hearing and appeal panels, advocating for consistency in recommendations and decision-making to maintain the integrity of the employee relations process.
    - Engage in regular communication and collaboration with trade union representatives, offering expert guidance on disciplinary and capability issues, and playing an active role in organisational change management.
  10. **Compliance and Risk Management**
    - Stay abreast of the latest developments in employment laws, pay terms and conditions, and statutory obligations, providing timely and accurate advice to staff, managers, and senior leadership.
    - Monitor and optimise employee relations casework systems, ensuring accurate record-keeping and preparing detailed reports for Business Partners and divisional leadership to support informed decision-making.

- Provide assurance reports to the board that highlight key performance metrics, trends, and areas for improvement within Employee Relations, ensuring that the board is informed of strategic priorities and organisational compliance.
- Develop and communicate key performance indicators (KPIs) for Employee Relations, tracking and reporting progress to divisional leadership to facilitate data-driven decision-making and enhance operational effectiveness.
- Oversee and ensure compliance with Subject Access Requests (SAR) and Freedom of Information (FOI) requests within the Employee Relations department, ensuring that all responses are handled in accordance with statutory requirements and Trust policies, while promoting transparency and accountability.
- Oversee police matters related to employee investigations, ensuring compliance with legal requirements and effective communication between the Trust and law enforcement agencies.

#### **11. Resource Allocation for Employee Relations Team**

- Ensure adequate resourcing of the Employee Relations team across all sites in the Single Corporate Service, optimising staffing levels to ensure consistent and effective office coverage and continuity of service delivery.

#### **12. Flexibility and Operational Support**

- Undertake additional duties as required, demonstrating flexibility and a proactive approach to addressing operational tasks and challenges that arise within the scope of the role, ensuring alignment with the overall objectives of Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust.

### **Key Responsibilities**

#### **Communication and Working Relationships**

- The post holder will be providing and receiving highly complex, highly sensitive or highly contentious information, where developed persuasive, motivational, negotiating, training, empathic or re-assurance skills are required. This may be because agreement or co-operation is required or because there are barriers to understanding and/or presenting complex, sensitive, or contentious information to a large group of staff.

#### **Analytical and Judgement**

- Judgements involving highly complex facts or situations, which require the analysis, interpretation, and comparison of a range of options.

#### **Planning and organising**

- The post holder will be responsible for formulating long-term, strategic plans, which involve uncertainty, and which may impact across the whole organisation.

#### **Physical Skills**

- The post requires physical skills which are normally obtained through practice over a period of time or during practical training e.g. standard driving or keyboard skills, use of some tools and types of equipment.

#### **Patient Client Care**

- Assists patients/clients/relatives during incidental contacts.

#### **Policy and Service Development**

- The post holder is responsible for a range of policy implementation and policy or service development for a directorate or equivalent.

#### **Financial Management**

- The post holder holds a delegated budget from a budget for a department/service.

**Management/Leadership**

- The post holder is the line manager for Employee Relations Team, responsible for appraisals, managing sickness absence, dealing with disciplinary and grievance issues, leading on recruitment and selection, staff development and succession planning and managing all aspects of people management.

**Information Resources**

- The post holder is responsible for the operation of one or more information systems at department / service level where this is the major job responsibility.

**Research and development**

- Undertakes surveys or audits, as necessary to own work; may occasionally participate in R&D, clinical trials or equipment testing.

**Freedom to Act**

- Expected results are defined but the post holder decides how they are best achieved and is guided by principles and broad occupational policies or regulations. Guidance may be provided by peers or external reference points.

**Physical effort**

- A combination of sitting, standing, and walking with little requirement for physical effort. There may be a requirement to exert light physical effort for short periods.

**Mental effort**

- There is a frequent requirement for prolonged concentration, or there is an occasional requirement for intense concentration.

**Emotional Effort**

- Frequent exposure to distressing or emotional circumstances, or occasional exposure to highly distressing or highly emotional circumstances, or frequent indirect exposure to highly distressing or highly emotional circumstances.

**Working conditions**

- Exposure to unpleasant working conditions or hazards is rare.

## Person Specification

Criteria	Essential	Desirable	How criteria will be assessed
<b>Qualifications</b>	<p>Degree/ professional qualification or equivalent significant relevant experience</p> <p>Chartered Institute of Personnel and Development Professional Qualification (Post graduate level 7) or equivalent</p> <p>Evidence of continuing personal and professional development</p>	<p>Membership of the Chartered Institute of Personnel and Development (CIPD)</p> <p>Coaching Qualification</p>	
<b>Experience</b>	<p>Previous experience of managing complex employee relations casework, including sickness absence and health and wellbeing.</p> <p>Able to demonstrate the delivery of initiatives that have reduced sickness absence</p> <p>Policy development Designing and/or improving process and systems</p> <p>Supervising/managing staff</p> <p>Providing high quality case supervision</p> <p>Positively engaging with trade unions and staff</p> <p>In depth knowledge and experience of employment legislation to include TUPE Transfers, understanding of</p>	<p>Experience of a large, highly complex organisation / NHS</p> <p>Facilitation Skills Employment Tribunal preparation</p> <p>Employment Legal negotiations Trained in Job Evaluation</p>	

	Discrimination (constructive dismissal, Discrimination)		
<b>Knowledge</b>	<p>Good understanding of best practice in improving attendance and creating healthy work environments</p> <p>Excellent written and verbal communication skills, with a particular emphasis on report writing for the board and employment tribunals.</p> <p>Evidence of expertise, interest and continuing professional development in sickness management and/or supporting staff with disabilities</p> <p>Strong track record and commitment to equality and inclusion with expert knowledge of disability</p> <p>Demonstrable experience of interpreting and applying terms and conditions of an organisation</p> <p>Digital literacy with ability to effectively use technology to work efficiently and deliver objectives</p> <p>Sound understanding of employment legislation and regulations, with experience in dealing with employment tribunals and related legal matters.</p> <p>Experience in handling sensitive HR issues and employee relations matters, including managing conflicts and disputes effectively. Sound understanding and interpretation of NHS Medical and national Terms</p>	<p>Able to demonstrate innovation and new approaches in improving attendance</p> <p>Experience in safeguarding and PipPot process.</p>	



	and Conditions (e.g. Agenda for Change) Understanding of health and safety standards; NICE guidance and the latest best practice in improving attendance at work		
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#### Compliance statement to expected organisational standards.

To comply with all Trust Policies and Procedure, with particular regard to:

- Risk Management
- Health and Safety
- Confidentiality
- Data Quality
- Freedom of Information
- Equality Diversity and Inclusion
- Promoting Dignity at Work by raising concerns about bullying and harassment
- Information and Security Management and Information Governance
- Counter Fraud and Bribery

The Trust has designated the prevention and control of healthcare associated infection (HCAI) as a core patient safety issue. As part of the duty of care to patients, all staff are expected to:

- Understand duty to adhere to policies and protocols applicable to infection prevention and control.
- Comply with key clinical care policies and protocols for prevention and control of infection at all time; this includes compliance with Trust policies for hand hygiene, standards (universal) infection precautions and safe handling and disposal of sharps.
- All staff should be aware of the Trust's Infection Control policies and other key clinical policies relevant to their work and how to access them.
- All staff will be expected to attend prevention and infection control training, teaching and updates (induction and mandatory teacher) as appropriate for their area of work, and be able to provide evidence of this at appraisal.
- To perform your duties to the highest standard with particular regard to effective and efficient use of resources, maintaining quality and contributing to improvements.
- Ensure you work towards the Knowledge and Skills Framework (KSF) requirements of this post. KSF is a competency framework that describes the knowledge and skills necessary for the post in order to deliver a quality service.
- Your behaviour will demonstrate the values and vision of the Trust by showing you care for others, that you act professionally as part of a team and that you will continually seek to innovate and improve. Our vision, values and behaviours have been designed to ensure that everyone is clear about expected behaviours and desired ways of working in addition to the professional and clinical requirements of their roles.
- Ensure you adhere to and work within local and national safeguarding children legislation and policies including the Children Act 1989 & 2004 , Working Together to Safeguard Children 2013, 4LSCB guidance and the IOW Safeguarding Policy.
- Ensure you adhere to and work within the local Multiagency safeguarding vulnerable adults policies and procedures
- Ensure that you comply with the Mental Capacity Act and its Code of Practice when working with adults who may be unable to make decisions for themselves,



- Ensure that you maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support staff development and training.
- Respect the confidentiality of all matters that they may learn relating to their employment and other members of staff. All staff are expected to respect conform to the requirements of the Data Protection Act 1998, including the responsibility to ensure that personal data is accurate and kept up to date.
- If your employment is to a post that requires you to be registered with a professional body, the continuation of your employment is conditional upon you continuing to be registered with the appropriate professional body. The Trust will require evidence of current registration.
- Proactively, meaningfully and consistently demonstrate the Trust Values in your every day practice, decision making and interactions with patients and colleagues.
- Perform any other duties that may be required from time to time.

This job description may be altered, from time to time, to meet changing needs of the service, and will be reviewed in consultation with the post holder.