

## SINGLE CORPORATE SERVICES

### Employee Relations

<b>Job title:</b>	Senior HR Operational Manager	<i>To be completed by HR  Job Reference Number</i>
<b>Reporting to:</b>	HR Director, ER & Medical HR	
<b>Accountable to:</b>	HR Director, ER & Medical HR	
<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 Trusts.

#### Job purpose

The Senior HR Operational Manager at Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust is responsible for HR operational leadership, managing day-to-day operations, and ensuring effective employee relations.

Reporting to the HR Director, ER & Medical HR, this role acts as a key contact for stakeholders, offers expert HR advice, and leads on various HR initiatives to support organisational goals.

The Employee Relations function has a wide remit extending beyond case management to include terms and conditions of employment associated contracts (including for medical staff), ensuring employment compliance (including rights to work), policy development and legal compliance, organisational change, job evaluation and coaching and training of line managers in employment relationships in their teams. This is a key role in supporting the management of employment risk, organisational reputation and improving people culture consistent with our values, objectives and declared leadership behaviours. This role plays a key part in delivering our aspiration to be a 'best place to work'.

#### 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.

#### Reports

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 HR Director, ER & Medial HR 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 Advice 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 available**

## Specific Core Functions

- Act as the primary point of contact for key stakeholders, including internal departments, external partners, and stakeholders, nurturing strong relationships and fostering effective communication channels.
- Provide comprehensive line management support and mentorship to the Employee Relations Team, conducting regular appraisals, offering developmental feedback, and ensuring high standards of service delivery excellence.
- Exercise authorisation responsibilities for the Employee Relations Team, including making decisions on expenditure approvals, procurement activities, and asset purchases in alignment with organisational guidelines.
- Offer specialised subject matter expertise to senior management on complex and sensitive HR issues, ensuring solutions are in line with best practices, regulatory requirements, and NHS guidelines.
- Support and guide managers in the efficient implementation of HR policies and procedures, including conducting formal hearings, providing assistance during disciplinary processes, and representing the Trust at hearings when necessary.
- Take the lead in driving Employee Relations initiatives, crafting and implementing policies that promote positive workplace relationships, and collaborating with the ODs team to deliver targeted training programs for managers and HR staff.
- Manage and oversee Employee Relations projects from inception to completion, liaising with legal counsel, overseeing staff development initiatives within the team, and ensuring timely project delivery.
- Provide expert guidance on medical employee relations issues, specifically related to Maintaining High Professional Standards (MHPS) and Trust policies.
- Support effective management of Employment Tribunal claims and requests for ER-related information.
- Advise and assist team members in investigating disciplinary, grievance, sickness, and performance cases.
- Serve as the HR representative on Trust hearing and appeal panels, ensuring consistency in recommendations.
- Develop and implement ER interventions to proactively address people management issues.
- Support staff redeployment and redundancy processes when necessary.
- Maintain regular communication and collaboration with trade union representatives, offering guidance and support on disciplinary and capability issues, and actively contributing to organisational change management processes.
- Stay abreast of the latest developments in employment laws, pay terms and conditions, and statutory obligations, providing accurate and up-to-date advice to staff members, managers, and senior leadership.
- Monitor and optimise the employee relations casework systems, ensuring that records are accurately maintained, and prepare detailed reports for HR Business Partners and divisional colleagues to support decision-making processes.
- Support risk management efforts by identifying, implementing, and maintaining controls, contingencies, and actions to mitigate potential risks, ensuring ongoing compliance with regulatory requirements, standards, and regulations.
- Undertake additional duties as required, demonstrating flexibility and readiness to address any operational tasks or challenges that may arise within the scope of the role to support 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	<i>How criteria will be assessed</i>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Degree/ professional qualification or equivalent significant relevant experience</li> <li>• Chartered Institute of Personnel and Development Professional Qualification (Post graduate level 7) or equivalent</li> <li>• Evidence of continuing personal and professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Full membership of the Chartered Institute of Personnel and Development (M/FCIPD)</li> </ul>	
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Previous experience of managing complex employee relations casework, including sickness absence and health and wellbeing.</li> <li>• Able to demonstrate the delivery of initiatives that have reduced sickness absence</li> <li>• Policy development</li> <li>• Designing and/or improving process and systems</li> <li>• Supervising/managing staff</li> <li>• Managing an HR service to a client group through teams</li> <li>• Providing high quality professional case supervision</li> <li>• Preparing reports up to Board level</li> <li>• Positively engaging with trade unions and staff</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of a large, highly complex organisation / NHS</li> <li>• Trained in mediation techniques</li> <li>• Facilitation Skills</li> <li>• Employment Tribunal preparation</li> <li>• Employment Legal negotiations</li> <li>• Trained in NHS Agenda for Change Job Evaluation</li> </ul>	

<p><b>Knowledge</b></p>	<ul style="list-style-type: none"> <li>• Good understanding of best practice in improving attendance and creating healthy work environments</li> <li>• Excellent written and verbal communication skills, with a particular emphasis on report writing for the board and employment tribunals.</li> <li>• Evidence of expertise, interest and continuing professional development in sickness management and/or supporting staff with legally protected characteristics</li> <li>• Strong track record and commitment to equality and inclusion with expert knowledge of discrimination in the employment context</li> <li>• Demonstrable experience of interpreting and applying terms and conditions of an organisation</li> <li>• Digital literacy with ability to effectively use technology to work efficiently and deliver objectives</li> <li>• Sound understanding of employment legislation and regulations, with experience in dealing with employment tribunals and related legal matters.</li> <li>• Experience in handling sensitive HR</li> </ul>	<ul style="list-style-type: none"> <li>• Able to demonstrate innovation and new approaches in improving attendance</li> <li>• Experience in the safeguarding processes</li> <li>• Understanding of NHS Terms and Conditions (e.g. Agenda for Change and medical staff contracts of employment)</li> <li>• Trained in Agenda for Change Job Evaluation</li> </ul>	
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	<p>issues and employee relations matters, including managing conflicts and disputes effectively.</p> <ul style="list-style-type: none"> <li>• Understanding of health and safety standards; NICE guidance and the latest best practice in improving attendance at work</li> </ul>		
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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 times; 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 and GDPR, 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 everyday 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.