

JOB DESCRIPTION

JOB TITLE	Director of Human Resources and Organisational Development
BAND	Senior Executive Level 4: £76,602 - £102,136 (Under Review)
DIRECTORATE	Human Resources and Organisational Development
LOCATION	NCS Building, Royal Hospitals Site
REPORTS TO	Chief Executive
ACCOUNTABLE TO	Chief Executive

Job Summary

The post holder will be responsible to the Chief Executive for the high quality development and delivery of the Trust's People and Culture Strategy. They will provide expert human resource advice to the Trust Board, Chief Executive and other Director colleagues. As a Director on the Trust Board, they will share corporate responsibility for the governance of the Trust and compliance with legal requirements.

The post holder will contribute fully to the development, delivery and achievement of the Trust's strategic objectives and lead transformational change and workforce modernisation initiatives in support of innovative improvements in the delivery of health and social care. In particular, they will achieve high levels of workforce performance and excellence.

The post holder will be responsible for the workforce strategies and the implementation of the following:-

To improve staff engagement and wellbeing across our services
Training and development of staff to meet their professional and mandatory training requirements.

To optimise attendance at work by reducing absenteeism and management of the Occupational Health Service

To lead and manage the strategy to ensure timely and effective recruitment of staff.

To lead and maintain the Trust values, conduct and timely management of concerns.

To lead on the partnership and negotiations with Trade Union colleagues for delivering better value and reducing waste, harm and variation.

To lead and support on the change management model within Belfast Trust as part of the wider redesign of services across the HSC.

The individual will be an influential role model of the corporate values and will ensure that the strategic plans cultivate a culture of safe, effective, continuous improvement and compassionate care. They will demonstrate strategic leadership capabilities in their leadership and management of the Human Resource Directorate including the development and implementation of Human Resource management policies, procedures and good practice, thereby ensuring that the People and Culture strategy is wholly integrated with the Trust's strategic direction and service objectives.

In addition to the Human Resource function, the post holder will also be accountable for the Trust's Occupational Health Service.

Key Duties & Responsibilities

Service Delivery

- Lead on the implementation of the Trust's People and Culture Strategy to ensure effective People & Culture plans are in place in each directorate with agreed core People and Culture metrics;
- Provide clear and strategic leadership in the development and implementation of all Human Resource and Organisational Development policies, procedures and practices to ensure the Trust meets its legal and statutory obligations as an employer;
- Ensure the provision of high quality, expert advice to the Trust Board, Chief Executive and Senior Leadership Team on all strategic People and Culture issues;
- Support the development and implementation of effective workforce strategies to ensure the Trust has an appropriately skilled and engaged workforce;
- Support the transformation of services in line with the Trust's strategic objectives through effective workforce modernisation initiatives;

- Ensure the delivery of a comprehensive, qualitative, multi-disciplinary Occupational Health Service to the Trust and external customers that supports the health and wellbeing of staff;
- Achieve high levels of performance and excellence against human resource controls assurance standards, key Human Resource performance management indicators and ensure compliance with all relevant employment legislation;
- Ensure the timely management of trust Grievances, disciplinary processes and trust employment cases and that the Board is regularly updated on same;
- Ensure excellent corporate induction, high levels of mandatory training and customer care for all our staff;
- Ensure excellent partnership working and negotiation with Trade Union colleagues;
- Responsible for working in collaboration with BSO and other trusts to improve the attraction and recruitment of staff and reduce delays in recruitment;
- Lead and support a trust wide competency framework for a better value approach to ensure delivery of safe care based on right care, right person;

Quality

- Promote collaboration between Human Resources and other disciplines to ensure a planned, co-ordinated and multi-disciplinary approach to the delivery of health and social care which enables the continual improvement of services to patients and clients;
- Ensure effective governance arrangements are in place in line with the Trust's Assurance Framework and in accordance with public sector values and the codes of conduct and accountability ensuring that all statutory functions are carried out;
- Ensure that robust arrangements are in place to meet all statutory and other Human Resource information requirements in accordance with requisite deadlines;
- Ensure that robust performance management arrangements are developed and implemented;
- Lead quality improvement initiatives are staff engagement and wellbeing such as IIP and other awards;

Strategic Planning and Development



- Develop a strategic plan for the delivery of Human Resource services in line with regional strategies and health and social care priorities such as the HSC Collective Leadership Strategy and the HSC Workforce 2026 Strategy;
- Work closely with all relevant stakeholders to secure their commitment and involvement in the implementation of strategic workforce initiatives and targets;
- Ensure the development of effective Organisational Development strategies to support the delivery of the Trust's priorities to deliver safe, effective and compassionate care, at the right time and in the right place, to our patients and service;
- Provide strategic direction and advice on the management, development and implementation of human resource policies, procedures and good practice;
- Provide strategic leadership for the development and promotion of equality and diversity initiatives;

Financial and Resource Management

- Be responsible for the management of the overall Human Resource Directorate budget ensuring that all financial targets are met;
- Co-operate with and contribute to an effective shared service framework for the delivery of human resource services and actively participate to ensure their effective management, delivery and monitoring of outcomes;

People Management

- Be responsible for ensuring the Trust has a highly capable, skilled, flexible and motivated workforce to provide high quality services;
- Provide expert human resource advice to the Trust Board, Chief Executive and other Director colleagues;
- Provide advice to the Senior Leadership Group on management structures and practices, to support a culture of effective team working, continuous improvement and innovation;
- Lead by example to ensure that the Trust demonstrates commitment through its culture and actions, for all aspects of diversity in the population it serves and the staff who provide the services;

Corporate Management

- Contribute to the Trust's corporate planning, policy and decision making processes as a member of the Executive Team and Senior Leadership Group and ensure the Trust's objectives and decisions are effectively communicated;

- Develop and maintain working relationships with other director colleagues and non-executive directors to ensure achievement of Trust objectives and the effective functioning of the Senior Leadership Group and Trust Board;
- Establish collaborative relationships and networks with external stakeholders in the public, private and voluntary sectors to ensure the Trust effectively discharges its functions;
- Contribute to the Trust's overall corporate governance processes to ensure its compliance with public sector values and codes of conduct, operations and accountability;
- Provide the core KPI for the organisation around people management in the different divisions and provide a corporate view of the risks;
- Lead by example in practicing the highest standards of conduct in accordance with appropriate codes of conduct;

In addition to the duties of your post there are additional duties that all employees of the Belfast Trust are expected to carry out. A summary of these can be found [here](#).



PERSONNEL SPECIFICATION

JOB TITLE Director of Human Resources and Organisational Development

DIRECTORATE Human Resources and Organisational Development

Notes to applicants:

1. You must clearly demonstrate on your application form under each question, how you meet the required criteria as failure to do so may result in you not being shortlisted. You should clearly demonstrate this for both the essential and desirable criteria.
2. Shortlisting will be carried out on the basis of the essential criteria set out in Section 1 below, using the information provided by you on your application form. Please note the Trust reserves the right to use any desirable criteria outlined in Section 3 at shortlisting. You must clearly demonstrate on your application form how you meet the desirable criteria.
3. Proof of qualifications and/or professional registration will be required if an offer of employment is made – if you are unable to provide this, the offer may be withdrawn.

ESSENTIAL CRITERIA

SECTION 1: The following are **ESSENTIAL** criteria which will initially be measured at shortlisting stage although may also be further explored during the interview/selection stage. You should therefore make it clear on your application form whether or not you meet these criteria. Failure to do so may result in you not being shortlisted. The stage in the process when the criteria will be measured is stated below.

Factor	Criteria <i>Ideally no more than 6-8 criteria in this section</i>	Method of Assessment
Experience & Qualifications	A university degree or relevant professional qualification and worked for at least 3 years in a Human Resources and Organisational Development senior management role* in a major complex organisation ** <u>OR</u>	Shortlisting by Application Form

	<p>Have worked for at least 5 years in a Human Resources and Organisational Development senior management role* in a major complex organisation **</p> <p><u>AND</u></p> <p>Demonstrate 3 years significant*** experience of:</p> <ol style="list-style-type: none"> 1. Proven ability to operate at a senior leadership level and able to build personal and professional credibility with colleagues across the organisation 2. Personal evidence of achieving measurable improvements, at an organisational level, across a range of HROD functions 3. Implementing complex organisational change to achieve strategic objectives 4. Effective consultation, negotiation and influencing with a wide range of internal and external stakeholders, including trade unions and professional bodies 5. Effective identification and management of risk within the people management context in the delivery of high quality safe services. 	
Other	<p>Hold a current full driving licence valid in the UK, with access to a car.</p> <p>Where disability prohibits driving, this criteria will be waived if the applicant is able to organise suitable alternative arrangements</p>	Shortlisting by Application Form
<u>DESIRABLE CRITERIA</u>		

Chartered Membership of the Chartered Institute of Personnel and Development		
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Definitions;

*"senior management" is defined as experience gained at Chief Executive, Director, Assistant Director, or equivalent (Tier 3 or above).

**"major complex organisation" is defined as one with at least 200 staff or an annual budget of at least £5 million and involving having to meet a wide range of objectives requiring a high degree of co-ordination with a range of stakeholders.

***"significant" contributing to the key corporate objectives of the organisation concerned.

Candidates who are shortlisted for interview will need to demonstrate at interview that they have the required competencies to be effective in this demanding leadership role. The competencies concerned are set out in the NHS Healthcare Leadership Model, details of which can be found at

<http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model>.

Particular attention will be given to the following dimensions:

- Inspiring shared purpose
- Leading with care
- Evaluating information
- Connecting our service
- Sharing the vision
- Engaging the team
- Holding to account
- Developing capability
- Influencing for results.

All staff are expected to display the HSC Values at all times

What does this mean?



Working together

We work together for the best outcome for people we care for and support. We work across Health and Social Care and with other external organisations and agencies, recognising that leadership is the responsibility of all.

What does this look like in practice?

- I work with others and value everyone's contribution
- I treat people with respect and dignity
- I work as part of a team looking for opportunities to support and help people in both my own and other teams
- I actively engage people on issues that affect them
- I look for feedback and examples of good practice, aiming to improve where possible.



Excellence

We commit to being the best we can be in our work, aiming to improve and develop services to achieve positive changes. We deliver safe, high quality, compassionate care and support.

- I put the people I care for and support at the centre of all I do to make a difference
- I take responsibility for my decisions and actions
- I commit to best practice and sharing learning, while continually learning and developing
- I try to improve by asking 'could we do this better?'



Openness & Honesty

We are open and honest with each other and act with integrity and candour.

- I am open and honest in order to develop trusting relationships
- I ask someone to help when needed
- I speak up if I have concerns
- I challenge inappropriate or unacceptable behaviour and practice.



Compassion

We are sensitive, caring, respectful and understanding towards those we care for and support and our colleagues. We listen carefully to others to better understand and take action to help them and ourselves.

- I am sensitive to the different needs and feelings of others and treat people with kindness
- I learn from others by listening carefully to them
- I look after my own health and wellbeing so that I can care and support others.