

**Maidstone and Tunbridge Wells NHS Trust  
Job Description**

<b>Job title:</b>	<b>People Business Partner</b>
<b>Band:</b>	<b>7 (Development)</b>
<b>Directorate:</b>	<b>People and Organisational Development (OD)</b>
<b>Site:</b>	<b>The Roundall, Hermitage Court</b>
<b>Hours:</b>	<b>37.5 hours per week</b>
<b>Reports to:</b>	<b>Head of People Business Partnering &amp; Employee Relations</b>
<b>Accountable to:</b>	<b>Deputy Chief People Officer</b>

---

**Job summary:**

The People Business Partner will work to support Core Clinical Services, consisting of over 1200 members of staff working across multiple team areas. This Division includes, Care After Death, Imaging, Pathology, Pharmacy & Therapies.

The People Business Partner will work closely with Core Clinical Services managers to deliver the strategic people agenda, as well as supporting them in all workforce related matters. The People Business Partner is responsible for representing the People and OD function in the Directorate and commissioning and supporting other areas of the People and OD function to deliver an aligned service that meets organisational needs.

**Working relationships:**

External to People and OD: Chief or Service and Divisional Director for Core Clinical Services and their team leaders, Corporate colleagues (e.g. Finance Managers, Communications, PMO, Legal, BI) and staff side leads.

Internal to People and OD: Chief People Officer and their People and OD SMT, People and OD team leads, People Business Partners.

**Budget responsibilities:**

No formal budget responsibility. However, the PBP will work closely with Finance Managers and managers with budget accountability within the Division to ensure correct planning and reporting is undertaken.

## Key result areas:

### Key Duties

- Recruiting, developing and retaining high quality staff to ensure that services have the right numbers of staff with the right skills at the most efficient cost.
- Liaise with the ER team to ensure awareness of ER casework in your Division and awareness of any high-risk cases.
- Provide professional advice and People service to managers on all matters in conjunction with the relevant lead, i.e. Employee Relations Lead, OD Lead, and Recruitment Lead. Support the audit recommendations are adhered to and used as a tool for improvement in people and OD practice in localities.
- In conjunction with the Division, use workforce data and analytics to support the delivery and measure the effectiveness of People and OD interventions and policies and understand how to make further improvements, e.g. exit interviews, employee relations policies, appraisal processes.
- In conjunction with the Division, use workforce data and analytics to support strategic workforce planning to inform the workforce plan for the Trust. Advising on workforce numbers and the impact of planned service developments and CIP plans.
- Supporting organisation design and change management linked to new ways of working and integrated care.
- Work with the Divisional senior management teams to ensure that the culture reflects the values of the Trust.
- Support the Division with the engagement agenda across the Directorates ensuring high level strategic importance and visibility.
- In conjunction with the Division, use staff survey, other data and metrics to develop innovative ways of tracking, monitoring and developing interventions to improve staff engagement at every level within the Trust.
- Support the Division with the development of the workforce strategy by giving input and supporting delivery across the Divisions/Directorates.
- Support the Division with leadership development and associated talent management and succession planning, commissioning support where needed from the OD Team.
- Working alongside the Division, develop and understand leadership issues and deliver innovative leadership development solutions at individual, team and Divisional/Directorate level which support behaviour change and improve capability and capacity.
- Support the Division with the design and implementation of processes to improve staff performance within the Divisions and feedback mechanisms to improve performance across all areas.
- Support the development and implementation of the Trust appraisal process and ensure performance standards are consistently applied and development plans delivered across the Divisions/Directorates.
- Work collaboratively with the corporate People and OD function to build strong relationships with Divisions/Directorates to ensure the People service is integrated and supports the workforce needs of the Divisions.
- Support the Division with providing advice and guidance to management teams on:
  - External changes and tenders which may result in workforce changes
  - Change management and consultation
  - Delivery of the Trust's workforce strategy

## Coaching and development

- Coach and develop line managers.
- Support the Division with the delivery of Equality and Diversity interventions in the Directorates and maintain oversight of associated engagement metrics, including WRES and WDES delivery.
- Participate in team, professional and personal development activities and promote a commitment to continuous development and improvement.
- In conjunction with the Division, commission specialist team input, i.e. medical staffing, recruitment, learning and development, OD where necessary to support service needs.
- Proactively sharing best practice, intelligence and potential Trust wide activities within the PBP function.
- To work with the wider People and OD Team and managers to analyse and monitor sickness absence and performance information within the Divisions/Directorates and to find solutions to address these issues.
- Support the team with monitoring and reporting on People and OD KPI metrics to improve strategic People management and talent management/succession planning across the Division/Directorates.
- Undertake policy development and/or review, and support the PBPs and Deputy Chief People Officer with implementation, attending JCF and JMCC as and when required.

## Accountabilities

1. **Local workforce strategies and plans:** to work in partnership with managers in the Division/Directorate to establish the people and OD strategies and plans necessary to support:
  - (i) the successful delivery of patient (or customer) focused services,
  - (ii) the achievement of business targets, and
  - (iii) the implementation of service development strategy.

With the Division work on the design and development of a strategic workforce plan and annual refresh.

Establish and oversee the delivery of an affordable Divisional/Directorate recruitment and retention plan, based on the corporate recruitment and retention plan.

Increase workforce planning awareness and capability across the Division/Directorates, and commission appropriate associated training and development interventions.

2. **Workforce Performance:** Support the Division and Finance Business Partner with the workforce components of the cost improvement plans to ensure effective delivery to agreed timescales.

Analyse Divisional/Directorate workforce data to identify priorities and plan future actions through regular review of workforce metrics.

Ensure the efficient supply of relevant workforce 'intelligence' for managers, in order to inform management decision-making and to improve the Division/Directorates performance in relation to workforce key performance indicators.

Benchmark against other NHS organisations to seek best practice.

3. **Workforce Development:** to identify specific employment issues from workforce trends and staff feedback mechanisms and support the development of local or Trust wide people and OD interventions to meet business needs.
4. **Workforce Modernisation:** To act as an advocate of change and modernisation in support of business and people and OD strategies. To identify and implement workforce modernisation (including identification of new ways of working and role redesign) opportunities that support patient focused and efficient service delivery.
5. **People Practice:** to champion best practice People management. Influence key business decisions to ensure the effective management of staff through the fair, efficient and pragmatic application of best practice; this will include the training and coaching of business managers in People policy and practice and the monitoring and development of best practice to embrace diversity in the workforce. Support the People Policy and ER Advisory Manager, in the management of employment relations issues, particularly those of a complex and sensitive nature.
6. **Development of People practice:** to participate in, and support, the development of Trust-wide People policy and practice to ensure the availability of modern people and OD practice that supports business success. This involves (i) the active identification of workforce and business issues that require new People approaches, and (ii) the active participation in (or leadership of) development projects. Ensure line managers have a good level of understanding of the provisions of key workforce and People policies and procedures and how these are applied in practice. Establish a mechanism by which awareness of good people management practices are understood and applied by line managers at every level of the Division/Directorate.
7. **Change programmes:** to support key people and OD initiatives and change programmes to ensure that they are delivered in accordance with agreed requirements; to ensure that, as appropriate, such initiatives are embedded and the benefits realised. To lead the process of staff involvement and to facilitate the centralised change necessary to enable the Division/Directorates to introduce new ways of working.
8. **Employee Engagement:** Work with managers and staff representatives to develop and prioritise a culture of effective employee relations and partnership working across all areas of the Division/Directorate. Encourage and enable staff to feel empowered to change and improve the workplace through the OD interventions and other engagement activities. Develop and implement a Divisional/Directorate staff engagement strategy which aims to improve staff involvement, motivation and contribution, while also supporting personal and career development, and the health and wellbeing of staff, based on corporate plans. Research 'reasons for leaving' in order to inform retention initiatives and share learning across and between divisions.
9. **Coaching:** advise, coach and support local leaders and line managers and other key individuals in the effective management and motivation of 'self' and development of people management skills and competence within their teams.

10. **Other activities:** to undertake projects and assignments for the Head of People Business Partnering & Employee Relations as and when required. To participate in recruitment and selection processes on an occasional basis.

### **Other factors of note**

The PBP will work within People and OD and Core Clinical Services Division at all levels up to Chief People Officer (HR) and Chief of Service/Divisional Director of Core Clinical Services. This will include providing professional People advice and guidance on sensitive/personal and complex issues.

Day to day relationships will be with managers reporting to the Chief of Service/Divisional Director of Core Clinical Services and People/OD team leaders (for example Recruitment, Workforce, L&D).

The PBP will also work closely with other corporate colleagues, for example Finance Managers, BI / Legal / Communications leads to support decision making at senior management level within the Division/Directorate. This will include the need for analytical (using complex BI data) and judgement (for example interpreting legal advice) skills. Information is provided in varying formats, so standard keyboard skills and confidence in working with MS Office is required.

The PBP will be involved with a range of long term/strategic plans, primarily led through regular workforce planning with Divisional/Directorate leads and Finance Managers. This will inform recruitment pipeline activity, as well as support the Division/Directorate discussions and planning on talent management/succession planning, training and development and wellbeing / engagement.

There may also be at times one-off activates requiring significant planning and organisational skills, such as TUPE transfers of staff into/out of MTW.

The role will require a combination of desk based and face to face engagement with stakeholders across the organisation and staff visits on hospital sites.

---

### **Job description agreement:**

Signature of post holder: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_

Signature of manager: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_

**Statement:**

1. This job description is a broad reflection of the current duties. It is not necessarily exhaustive and changes will be made at the discretion of the manager in conjunction with the post holder.
2. Time scales for achievement and standards of performance relating to the duties and responsibilities identified in this job description will be agreed via the annual appraisal process with the post holder.
3. As an employee of Maidstone and Tunbridge Wells NHS Trust, the post holder will have access to confidential information. Under no circumstances should this be disclosed to an unauthorised person within or outside the Trust. The post holder must ensure compliance with the requirements of the Data Protection Act.
4. As an employee of the Trust, the post holder will be required to adhere to all Trust policies including Equal Opportunities where all employees are expected to accept individual responsibility for the practical implications of these policies.
5. The post holder is required to take reasonable care for the health and safety of themselves and others that may be affected by what they do while at work.
6. This post may require the post holder to travel across the Trust sites in the course of fulfilment of their duties.
7. The Maidstone and Tunbridge Wells NHS Trust has a no smoking policy
8. Clinical Governance: You will be expected to take part in the processes for monitoring and improving the quality of care provided to patients. This includes risk management and clinical audit. If you engage in clinical research you must follow Trust protocols and ensure that the research has had ethical approval. You will be expected to ensure that patients receive the information they need and are treated with dignity and respect for their privacy.
9. All staff should be aware of their responsibilities and role in relation to the Trust's Major Incident Plan.
10. **INFECTION CONTROL AND HAND HYGIENE** - All Trust employees are required to be familiar with, and comply with, Trust policies for infection control and hand hygiene in order to reduce the spread of healthcare-associated infections. For clinical staff with direct patient contact, this will include compliance with Trust clinical procedures and protocols, including uniform and dress code, the use of personal protective equipment policy, safe procedures for using aseptic techniques, and safe disposal of sharps. All staff are required to attend mandatory training in Infection Control and be compliant with all measures known to be effective in reducing healthcare-associated infections.
11. All staff are required to fully participate in learning and development opportunities and ensure they remain compliant with statutory and mandatory training requirements throughout their employment with the Trust
12. All staff are required to fully comply with the NHS Code of Conduct.

13. **SAFEGUARDING CHILDREN** - Everyone employed by the Trust regardless of the work they do has a statutory duty to safeguard and promote the welfare of children. When children and/or their carers use our services it is essential that all child protection concerns are both recognised and acted on appropriately. You have a responsibility to ensure you are familiar with and follow the child protection procedures and the Trust's supplementary child protection guidance which is accessed electronically on the Trust's Intranet site. You have a responsibility to support appropriate investigations either internally or externally. To ensure you are equipped to carry out your duties effectively, you must also attend child protection training and updates at the competency level appropriate to the work you do and in accordance with the Trust's child protection training guidance.
14. **SAFEGUARDING ADULTS** - Everyone employed by the Trust regardless of the work they do has a duty to safeguard and promote the welfare of vulnerable adults. When patients and/or their carers use our services it is essential that all protection concerns are both recognised and acted on appropriately. You have a responsibility to ensure you are familiar with and follow Trust policies in relation to safeguarding vulnerable adults. You have a responsibility to support appropriate investigations either internally or externally. To ensure you are equipped to carry out your duties effectively, you must also attend vulnerable adult protection training and updates at the competency level appropriate to the work you do and in accordance with the Trust's vulnerable adult protection training guidance.
15. All staff are required to provide the highest levels of service in their work and to adopt the highest standards of behaviour as stated and implied in the Trust Values of PRIDE.

**Maidstone and Tunbridge Wells NHS Trust  
People Business Partner  
Person specification**

<b>AREA</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b> (for grading purposes this information is not taken into account)
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>CIPD Level 7 or equivalent experience</li> </ul>	
<b>Experience/ Knowledge</b>	<ul style="list-style-type: none"> <li>Significant experience within HR, preferably across multiple roles</li> <li>Experience in leading the workforce aspects of organisation change and service development</li> <li>Interpreting and analysing data</li> <li>A sound knowledge of employment law and employee relations</li> <li>Ability to interpret terms and conditions of employment</li> </ul>	<p>Experience of working within a Unionised environment.</p> <p>Agenda for Change Terms &amp; Conditions of Service</p>
<b>Skills</b>	<ul style="list-style-type: none"> <li>Excellent communication skills at all levels</li> <li>Influencing and building relationships</li> <li>Plan, prioritise, meet deadlines</li> <li>Ability to work on own initiative as well as plan and organise own and team's workload</li> </ul>	<p>Trained Mediator</p> <p>Ability to use people systems e.g. ESR/TRAC</p>
<b>Attributes</b>	<ul style="list-style-type: none"> <li>Ability to build high quality professional relationships with a wide range of stakeholders within the operational teams, as well as People and corporate services</li> <li>Customer focused and driven on by fulfilment in reaching high standards/quality</li> <li>Empathetic and willing to use a range of communication skills to achieve goals</li> <li>Flexible and pragmatic approach to problems and working practices</li> </ul>	

Date reviewed 08.04.24