



● Chief People Officer Candidate Pack



Care with
COMPASSION



RESPECT
& Dignity



Striving to
EXCEL



Professional
STANDARDS



Working
TOGETHER

Thank you for your interest in our Trust



Thank you for taking an interest in the post of Chief People Officer at Dartford and Gravesham NHS Trust (DGT) and for taking the time to read this information pack.

I am delighted to offer an exciting opportunity for an ambitious and driven leader to join the executive team. The Chief People Officer is an exceptional career opportunity for a truly transformational leader to join the executive director team.

The Chief People Officer is responsible for the Trust's People Directorate and we are seeking an experienced executive to fulfil this important role.

You will need to be credible, enthusiastic, experienced, compassionate and an inclusive leader with significant experience in people practices. You will need to have the ability to promote opportunities for transformation and innovation and, above all, you will be committed to supporting staff to provide the best possible services to the people we serve.

Within this pack, you will find a role description and person specification as well as information about the Trust and other supporting details. We hope that you will find this helpful.

If you share our passion for innovative and high-quality care delivery, then I encourage you to submit your application today.

I look forward to hearing from you and good luck!

Best wishes,
Jonathan Wade
Chief Executive Officer



Join our Family



About DGT

We are proud to provide excellent local services to people in North Kent and South East London.

The Trust offers a comprehensive range of acute services, with a bed-base of c500, to around 400,000 people in our community.

Our 3,500 exceptionally talented and motivated staff are working to build a clinically-led organisation that provides outstanding care which is skilled, trusted and kind, every time. This is us.

CQC overall rating – Good
22 August 2019



Our sites

Darent Valley Hospital
Dartford



Queen Mary's Hospital
Sidcup



Livingstone Hospital
Community Diagnostic
Centre
Dartford



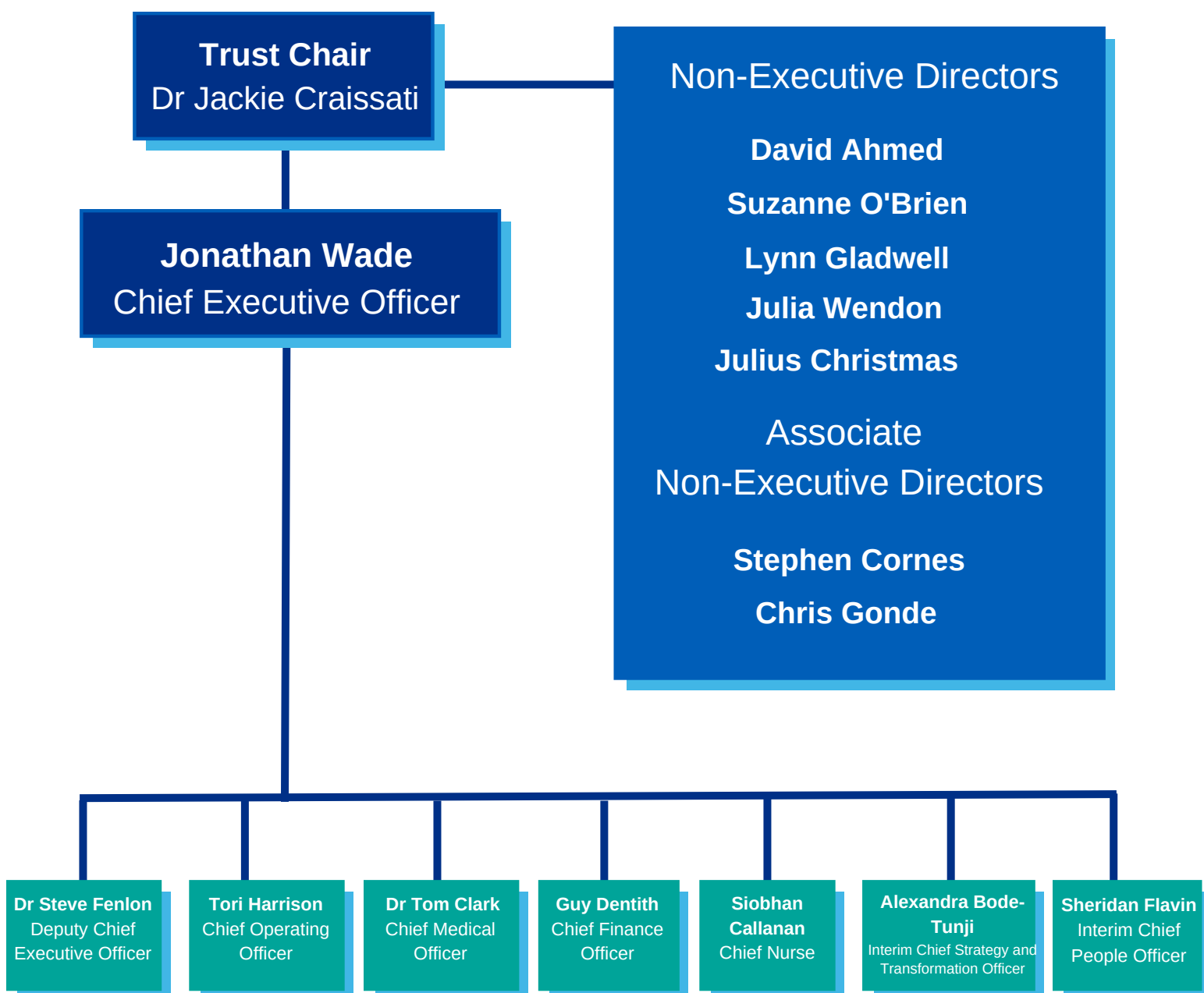
Erith & District Hospital
Erith



Gravesham Community Hospital
Gravesend



Our organisation Structure



Our vision

Providing outstanding care which is skilled, trusted and kind, every time



Which we will deliver through our
Strategic Priorities



Journey to Outstanding



Joy at Work



Healthy Local People



Smart and Sustainable Care

 [Click here](#) to read our Trust Strategy

Our values



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Job description

Chief People Officer

Job details

Grade	Very Senior Manager
Location	Darent Valley Hospital and Queen Mary's Hospital
Responsible to	Chief Executive Officer
Responsible for	People Directorate

Job summary

As the Chief People Officer at Dartford and Gravesham NHS Trust you will be responsible for the leadership and delivery of the Trust's People Strategy.

As a key member of the Executive team, you will have the ability to build credibility with, inspire confidence and be able to demonstrate the ability to influence staff at all levels from ward to board.

All Executive Directors work as part of a cohesive team and are expected to take lead responsibility for corporate and Trust-wide outcomes above and beyond their immediate responsibilities; particularly to develop and deliver strategic transformation. Directors share responsibility and participate in the work to promote patient and public involvement to achieve the corporate objectives of the Trust and effective communications with all staff and strategic partners.

The main responsibilities of the role are:

Executive lead who will be expected to provide professional advice to the Board on all aspects of people management and workforce strategies. Being the trusted advisor on all people issues to the Chief Executive and other members of the Board

Organisational Development (OD): supporting the development of a high performing, open and transparent culture focused on quality in partnership with leaders, employees and within a strong accountability system.

Delivering improvement: focused and values based people management and OD to ensure the right workforce is in place with the right skills and talents to deliver a patient focused service and the Trust's transformational ambitions in the local health economy. The post holder will work closely with the Executive Director for Strategy and Transformation to ensure this activity is aligned with the Trusts overall improvement journey.

Lead on the implementation of the Trust's People Plan, ensuring alignment with the Trust's strategy, and the national NHS People Plan – and engaging and valuing colleagues on a regular basis to ensure implementation is effective.

Ensure clear accountabilities and effective processes are in place to measure performance, develop leadership capability and address people concerns and that all are tailored to fit the changing requirements of the Trust and local health and care system.

Lead a high performing people and OD function that is focused on the needs of our staff and patients.

Manage the portfolio of responsibilities that sit within the people and OD function; and direct reports in line with Trust expectations.

Continuous learning, innovation and improvement to enable the Trust to be the local employer of choice, where colleagues recommend the Trust as a place to work and the public hold it in high regard for its employment practices and inclusive approach.

Collaborate with other People and OD leaders in the local health system, and nationally to influence the shape of people practice.

Strategy and Planning

- **Deliver and continue to refresh and develop the Trust people strategies, ensuring achievement of agreed outcomes, including regular monitoring and refreshing as necessary.**
- **Identify and use benchmarked data to inform Board decision making in relation to the People strategy, including use of external information (e.g. Model Hospital) to inform efficiency and productivity improvements.**
- **Lead the development of effective workforce planning and modelling across the organisation, ensuring the production and implementation of workforce plans for our major service areas are in line with our strategic objectives, and engage in system workforce planning so that local plans take account of system priorities and vice versa.**
- **The ICB will have workforce and organisational development implications and the Chief People Officer will be responsible for ensuring these are proactively addressed.**
- **Ensure the provision of good quality and timely workforce information to the Trust Board and senior leaders to support effective strategic planning and management of our workforce. Ensure that workforce plans align with operational and financial plans at Trust and Directorate level.**
- **Ensure that recruitment and retention strategies promote the Trust as a reputable place to work and build a career.**
- **Ensure that effective recruitment and retention plans are in place to minimise staff turnover and use of agency staff. The Chief People Officer is the lead Executive Director for reducing temporary staff expenditure, and the Trust Staff Bank sits within the People and OD Directorate.**
- **Take responsibility, as a member of the Executive Team, for corporate performance and the achievement of the Trust's strategic objectives.**

System working

- **Ensure effective working relationships to maximise the opportunities for the workforce through the Guy's and St Thomas' Healthcare Alliance.**
- **Ensure effective working relationships and partnerships with external organisations and make a positive contribution to the Local Workforce Action Board.**
- **Contribute to ICB workforce initiatives, ensuring alignment with organisational and system wide strategic plans.**
- **Act as an ambassador for the Trust at system and regional meetings as needed.**

Leadership of the Directorate

- **Lead the People Directorate in support of the delivery of a safe and high quality service to our local population, focussed on our workforce strategy.**
- **Lead the Directorate in a way that facilitates the development of direct reports and ensures effective succession planning in teams.**
- **Promote a positive customer service ethos in response to operational services, acting as a role model for collaborative working between Directorates and Divisions.**
- **Promote excellence in Human Resources practice, ensuring compliance with all employment legislation, internal policies and effective reporting and performance against key metrics.**
- **Facilitate positive employee relations and provide advice and guidance on complex and sensitive Human Resources issues including to Executive Directors and the Trust Board.**
- **Maintain effective partnership working with Trade Unions.**
- **Lead the ongoing development and effective and timely implementation of employment policies, ensuring the confidence of our staff as a fair and responsible employer.**
- **Provide effective leadership for the Directorate, ensuring that a robust system for performance management is in place which provides regular feedback for staff, and identification and action on training and development needs.**

Chief People Officer

- **Facilitate the ongoing development and efficiency of the Directorate's IT systems to ensure a good experience for all parties.**
- **Take responsibility for ensuring that appropriate and effective risk management processes are in place to support our corporate risk register, Board Assurance Framework and departmental requirements.**

Resource Management

- **Responsible for annual budget planning, including cost improvement requirements for the People Directorate.**
- **Ensure that services are delivered in a cost efficient way and ensure the most efficient delivery of transactional services including through partnerships with external providers and other NHS organisations as needed.**
- **Ensure that robust budget monitoring processes are in place for all teams within the People Directorate and that the directorate operates in line with the Trust's Standing Orders and Standing Financial Instructions.**
- **Develop a directorate culture which facilitates contribution of ideas from staff to enhance cost control and efficient use of resources.**
- **Provide leadership for the ongoing development and implementation of Trust-wide recognition and reward strategy. Ensure effective commercial relationships with organisations providing key functions and identifying new opportunities as needed.**
- **Ensure that effective recruitment and retention plans are in place to minimise staff turnover and use of a temporary workforce. The Chief People Officer is the lead executive director for reducing temporary staff expenditure, including bank.**

Organisational and Leadership Development

- **Lead the ongoing development of a highly engaged workforce, aligning organisational development strategy with our quality improvement programme, (working closely with the Director of Improvement) and our vision, values and strategic objectives.**

Chief People Officer

- **Collaborate with Directors to ensure effective management arrangements are in place for each Division and that triumvirates of Divisional Medical Director, Divisional Director of Nursing and Divisional Director of Operations develop as effective leadership and management teams.**
- **Work with Executive team and the Trust Leadership Team to develop leadership capacity and capability throughout our organisation to support enhanced performance, recruitment and retention and job satisfaction and engagement of staff. The Chief People Officer will take the lead role in reviewing and revising the Trusts leadership strategy and ensure that a cohesive leadership strategy is in place that factors in talent management, succession planning and future organisational leadership requirements.**
- **Provide leadership for the continued evolution of learning and development opportunities for our staff, working in partnership with other organisations as needed, and fostering innovation and creativity.**
- **Identify and monitor the Trust culture so that it supports the attainment of Trust goals and promotes staff satisfaction.**
- **Ensure clear, engaging and effective management is in place and provide leadership across the organisation, motivating and inspiring staff at all levels.**
- **Facilitate ongoing delivery of improvement of Trust results in the national staff survey, with an improvement trajectory in line with Trust strategic objectives**
- **Act as a role model for clinical and managerial leaders, demonstrating the Trust's core behaviours - Our Behaviours - and providing mentorship and leadership development as necessary.**
- **Implement change when necessary, ensuring it is managed in a sensitive manner, demonstrating an understanding of the impact of change.**
- **Ensure effective working relationships and communications with staff are maintained and that staff are motivated, developed, supported and respected.**
- **Work closely with the Chair, Chief Executive and Trust Secretary to formulate the Board's development programme including the development of inclusive leadership behaviours. Contributing to the delivery of the 'Well Led' Theme, by leading on the development of leadership behaviours and development interventions; encouraging Board engagement activities with colleagues; and through support of the Board's Remuneration Committee progress plans in relation to recruitment and succession planning.**

Engagement, Health and Wellness

- **Responsible for the ongoing review and revision of the health and wellness (H&W) strategy, including occupational health, and offer to colleagues so that our health and wellness services create the conditions in which our people can stay well and thrive, regardless of the pressures and challenges faced. Ensure that the H&W offer supports the physical and mental health needs of our colleagues.**
- **Play a key role in ensuring the Freedom to Speak up Process, along with other systems and processes, is an embodied, positive approach to support colleagues to raise concerns about patient safety or delivery of care in the knowledge that they will be thanked for doing so.**
- **Champion the NHS staff survey, the quarterly Pulse Survey and other staff opinion surveys, developing mechanisms to gain maximum staff engagement and communicate effectively the results and the identified actions to act on survey results.**

Equality, Diversity and Inclusion

- **As the executive lead for diversity and inclusion, develop and monitor our improvement plans to exceed the expectations of our staff and our patients. Creating a culture where we genuinely celebrate the diversity of our organisation and community.**
- **Work with our leaders and staff representatives to create an inclusive culture where everyone's voice and experience matters.**
- **Ensure the Trust meets EDI requirements in relation to WRES, WDES, gender pay gap and annual diversity reporting, including developing meaningful action plans in collaboration with staff in response to areas identified for improvement. Work with and support the development of staff networks to provide all staff with a forum where their voices will be heard and the opportunity to influence the Trust's EDI agenda.**

Other Corporate Duties

- **Participate in the Executive on call Rota**
- **Lead on agreed corporate objectives, as agreed with the Chief Executive**

General responsibilities

Patient Experience

- Staff should ensure that they always put the patient at the heart of everything they do. All staff will strive to create a positive patient experience at each stage of the patient's/service users care journey

Trust Policies and Procedures

- To adhere to the Trusts agreed policies and procedures.

Confidentiality

- To protect the confidentiality of information relating to the Trust, Patient and Staff or other agencies

Quality

- To provide a quality service to internal and external agencies and participate/develop clinical governance within sphere of responsibility.

Infection Control

- All Trust employees are required to be familiar with, and comply with, Trust policies and guidelines for infection control and hand hygiene in order to prevent the spread of healthcare-associated infections.
- For clinical staff with direct patient contact, this will include the uniform and dress code policy, the use of personal protective equipment guidance, the guidance on aseptic techniques and the safe handling and 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.

Health and Safety

- To share responsibility for abiding by health and safety policies and regulations, infection prevention and control policies and act in accordance with the Risk Management Policy.

Sustainability

- It is the responsibility of all staff to minimise the Trust's environmental impact by recycling wherever possible, switching off lights, computers, monitors and equipment when not in use, minimising water usage and reporting faults promptly.

Our Behaviours

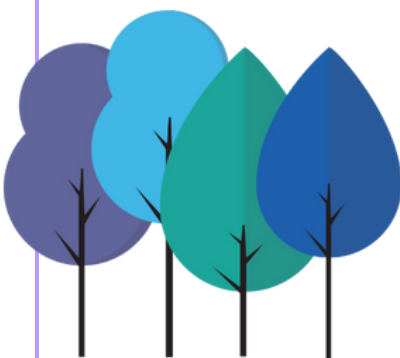
• All staff are expected to behave in accordance with 'Our Behaviours'. The six areas of focus are the responsibility of each individual and should be the basis for all work undertaken within the Trust.

Safeguarding

• The Trust expects all employees to adhere to the principle that safeguarding children and adults is everybody's responsibility, including the escalation of any concerns.

Person Specification

Criteria group	Essential/Desirable
<p>Qualification and Training</p>	<ul style="list-style-type: none"> • Masters Degree level education or equivalent experience • Chartered Member of CIPD • Professional OD and/or HR qualification or equivalent experience • Evidence of strong continuing professional development
<p>Knowledge and Experience</p>	<ul style="list-style-type: none"> • Previously held Board-level position within an NHS Trust. • Demonstrable and successful recent experience and achievement at Board/sub board level or equivalent in a similarly complex NHS organisation. • Demonstrable achievement of leading significant and large scale organisational development and transformational culture change • Strong track record of leading change that improves engagement and empowers employees at all levels • Highly credible human resource management knowledge and experience applied in advising at Board level on complex people management issues • Understanding of local system working infrastructure including priorities and plans – and how the people agenda contributes to the wider delivery of developing ICB strategy and approaches. • Knowledge of the NHS Long Term Plan. • Track record of leading successful change programmes, including service improvement, cultural change, outcome improvement and cost efficiency. • Demonstrable experience of developing relationships into productive partnerships, cross boundary working and working with stakeholders at all levels to achieve system and organisational excellence • A record of successful workforce, financial and resource management, ensuring high performance and holding individuals to account. • Track record of building high performing, cohesive teams and inspiring others to achieve excellence. • Track record of designing and delivering effective and innovative people strategies in large complex organisations • Experience of delivering change through partnership working • Track record of maintaining effective employee relations and involvement • Leading the inclusion, equality and diversity agenda and influencing/advising on this at Board level • Experience of leading and motivating People and Organisational Development teams ensuring they are true partners in the organisation • Experience of embedding effective leadership development and talent management programmes across organisations. • Development of effective networks, links and partnerships



Person Specification

Criteria group	Essential/Desirable
<p>Interpersonal Skills and Organisational Skills</p>	<ul style="list-style-type: none"> • Excellent interpersonal skills and significant personal credibility. • Committed to the ethical standards expected of public sector leaders in the UK, including the 'fit and proper persons' test. • Resilient and determined to overcome challenges, recover from setbacks, and demonstrable persistence to deliver strategic objectives. • Strategic thinker with highly developed influencing, persuasion and negotiation skills and using them to bring about change and develop services, standards and systems. • Resilient under pressure and calm in a crisis into outcomes. • Ability to handle complex data and information effectively and to form creative solutions • Ability to build strong relationships with stakeholders, professional leaders and operational managers • Demonstrably open to new ideas and a management style that empowers others and encourages innovation • Political awareness • Strong personal values that align with Trust values and the ability to model these as a Corporate leader • Ability to achieve results and targets and drive for best performance • Excellent negotiating skills and the ability to close the deal • Confidence and resilience; ability to prioritise effectively under pressure • Commitment to openness, honesty, inclusiveness and high standards • Evidence of strong customer focus and a drive to improve services and patient care/experience • A compassionate, inclusive and empowering leader who gets the best out of teams and continually strives for improvement
<p>Disposition and Attitude</p>	<ul style="list-style-type: none"> • Personal credibility, with the ability to quickly gain confidence. • Committed to a culture of continuous improvement, and learning. • Highly motivated, with an enthusiasm to learn and develop and a willingness to undertake training required for the job • Able to cope with the demanding nature of the role. • Personal values - highest standards of personal integrity and adherence to the Trust's values, including commitment to promoting inclusion
<p>Other</p>	<ul style="list-style-type: none"> • Car owner/driver or supported driver • Ability to work flexibly across hospital sites • Satisfactory health screening and DBS checks

