

## Job Description

**Post:** Chief People Officer

**Accountable to:** Chief Executive

### **Job Summary**

As a role model for the Trusts vision and values, the Chief People Officer is responsible for the design, development and implementation of strategic workforce plans that support the Trust's purpose, direction and objectives. All strategies will be focused on maximising colleague engagement, wellbeing and performance to deliver high quality, safe patient care underpinned by the organisation's vision, ambition, and values and by the NHS Constitution.

The postholder will advise the Trust Board and Chief Executive on complex national and local Industrial Relations, policy decisions, strategies, and targets. This will include advising and ensuring compliance with the Trust's statutory obligations as an employer.

The postholder will advise the Chief Executive and the Board on complex employment relations issues and be responsible for ensuring that the Trust has effective training and education structures and processes to support the delivery of safe, compassionate and modern services.

The Chief People Officer also plays a crucial role as a partner in each place and integrated care system the Trust operates.

### **Key Result Areas:**

#### ***Strategic HR***

- To design and implement a 'best in class' People Strategy in collaboration with the Trust's Board, colleagues and partners that sets ambitious yet deliverable high impact actions for people engagement, wellbeing, development and leadership across the Trust
- To design, develop and implement workforce policies and processes across the whole employee journey which drive the effective management and development of the workforce in support of the Trust's strategic direction and objectives

- To support the Chief Executive and the Board to ensure the Trust is an employer of choice in the local health and care system, developing a strong employer brand that attracts retains and develops current and future generations in the workforce
- To ensure that, through recruitment, development and retention activity, the Trust has a Board and workforce that reflects the communities it serves
- To provide high level advice and guidance to the Trust Board and Chief Executive on the workforce implications of national and local policies, plans, targets, and standards – for example the Fit and Proper Persons Test and Board competencies arising from the Kark Review
- To provide advice on complex employee relations issues, offering sound and supportive employment law advice to the Chief Executive and Chair
- To lead and support the development of effective staff involvement and engagement processes including the development of a social partnership arrangement with staff side organisations and staff networks.
- Lead strategic workforce transformation in the context of financial and workforce supply challenges, including responding to service design, digital and technology solutions by developing new workforce models and ways of working.
- Lead the development of reward and remuneration strategies and play a lead advisory role in the remuneration committees.
- Play a lead role in the development and implementation of workforce and people strategies in our integrated care systems and places, cementing the Trust, along with partners, as a key anchor institution, enabling fully inclusive recruitment from local communities
- Play a key role in ensuring the Freedom to Speak Up Process, along with other systems and processes, is an embodied, positive approach that enables colleagues to raise concerns about patient safety or delivery of care

### ***Workforce Planning***

- To work with the Chief Nurse and Medical Director to ensure a healthy pipeline of clinical talent to meet safe staffing levels both now and in the future
- To Lead the development of organisational workforce planning processes including the development of new roles, and service redesign which support the service strategy and link to financial plans and strategies as part of an integrated planning process.
- To ensure that the Trust's annual and longer-term operational plans have well developed and consistent workforce and human resource plans.
- To ensure that there are workforce plans to support effective service changes and development.

## ***Workforce Development***

- To develop and implement a talent management strategy which supports the Trust's strategic direction and maximises organisational performance.
- To ensure that the Trust has effective plans and processes for the education, development, and training of all staff, including mandatory and statutory training, which supports the delivery of safe and effective services.
- To develop strong links within each place, provider collaborative, integrated care system and other key partner organisations to support the effective training, education, and future planning of a competent workforce.
- To support the Chief Executive with the development of leadership and management structures supported by organisational development programmes and Human Resource protocols.
- To ensure the Trust has effective talent management and succession planning processes in place that promote equality, diversity and inclusion.
- To develop and implement a plan to ensure people managers have the skills and tools to lead their teams in line with the Trusts vision and values

## ***Human Resource Management***

- To lead and develop a highly effective HR and OD leadership team that promotes the Trust's staff and values and is recognised as being high achieving
- To ensure that the Trust has leading edge evidence based inclusive Human Resource policies, procedures and guidance which reflect legal requirement and individual rights and responsibilities and enables the Trust to effectively manage the workforce.
- To develop and provide accessible, open, transparent, and meaningful workforce performance information which enable the Trust Board and managers to effectively manage the workforce and improve organisational performance.
- To implement innovative workforce plans and frameworks which are inclusive reflect best practice, statutory obligations and national and local initiatives.

## ***Organisational Development***

- To lead the Trust's approach to OD included in the Trusts People Strategy that identifies, the key activities that will ensure the Trust meets its key people, patient, performance and financial key performance indicators

- Support the Chair and Chief Executive in leading senior leadership and Board Development programmes to reinforce accountability for maintaining standards of care and ensuring effective board behaviours in line with organisational and NHS values
- To actively promote and be a strong culture carrier for the Trust's Mission and Values.
- To ensure that organisational development activities and approach is a pivotal enabler within the Trust's People Strategy.

### ***Developing an open and transparent culture, focusing on quality improvement***

- Lead the development and implementation of transparent and fair policies and processes that allow staff to raise concerns about quality and safety that result in concerns being resolved.
- Ensure all the Trust's workforce policies, processes and practices fully consider and promote equality, diversity across our workforce.
- Lead the development of interventions and assessments that provide insights into the organisational culture and ensuring remedial action is taken when required.
- Lead the development, implementation, and monitoring of the workforce engagement strategy to ensure all staff understand the values and behaviours of the Trust and to enable all staff to play a part in the Trust's decision-making processes.
- Champion the NHS staff survey and other staff opinion surveys, developing mechanisms for staff involvement and quality improvement.
- Lead the Trust's employee relations strategy and act as the lead executive for partnership working with staff.
- Responsible for the delivery of the workforce national equality and diversity requirement i.e. the WRES and WDES
- Lead executive director for the Workforce and Remuneration Committee
- Champion equality, diversity and inclusion across the Trust

### ***Human Resource Services and Support***

- To ensure the Trust has effective and efficient Payroll and Workforce Information Services.
- To ensure that the Trust has effective Occupational Health and Staff Support Services.



**PERSON SPECIFICATION**  
**Post: CHIEF PEOPLE OFFICER**

ATTRIBUTES	ESSENTIAL	METHOD OF ASSESSMENT
<b>QUALIFICATIONS</b>	<ul style="list-style-type: none"> <li>• Degree level qualification or equivalent professional qualification.</li> <li>• Masters degree or further postgraduate professional qualification (or equivalent gained through experience).</li> <li>• Evidence of continuous and proactive professional, leadership, and personal development.</li> <li>• CIPD qualified.</li> </ul>	Application Form Interview Certificates
<b>TRAINING</b>	<ul style="list-style-type: none"> <li>• Must be willing/able to undertake all Trust mandatory training requirements.</li> </ul>	Application Form Interview
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• Substantial senior management experience in a complex healthcare, public service or other public-facing organisation.</li> <li>• Experience in the development and delivery of transformational OD interventions.</li> <li>• Excellent knowledge of all HR functions relevant to a multi-site, multi-disciplinary organisation delivering complex services within financial and resource constraints and under significant scrutiny.</li> <li>• In-depth knowledge and understanding of governance frameworks.</li> <li>• Proven track record of successfully building, leading and managing multi-disciplinary teams.</li> <li>• Substantial experience of effective budgetary and financial control mechanisms to meet financial targets.</li> <li>• Proven experience of leading service development or change management in a complex organisation.</li> <li>• Proven experience of developing a culture of creativity.</li> <li>• Proven experience of working in partnership both internally and with external partners &amp; stakeholders</li> <li>• Proven experience of promoting and delivering equality, diversity and inclusion.</li> </ul>	Application Form Interview
<b>SPECIAL</b>		Application form

<p><b>KNOWLEDGE / SKILLS</b></p>	<ul style="list-style-type: none"> <li>• Deep understanding of transformational change and organisational development</li> <li>• Excellent written and oral communication skills and ability to engage effectively across a range of communication channels and stakeholders</li> <li>• Is curious, innovative and open to new ideas to drive improvement.</li> <li>• Holds self and others to account. Takes responsibility and learns from own mistakes.</li> <li>• Is compassionate, courageous, committed and able to understand diverse interest groups and power bases. Politically aware and astute.</li> <li>• Is visible and approachable.</li> <li>• Has the ability to grasp critical issues.</li> <li>• Communicates consistently and clearly, adapts leadership style when required and takes responsibility. Is empathetic.</li> <li>• Challenges clinical and non-clinical peers. Listens and checks understanding.</li> <li>• Has effective, collaborative partnership relationships. Works collaboratively and inclusively.</li> <li>• Uses a range of influencing strategies to bring about improvement and change</li> <li>• Demonstrates ability to prioritise, organise and arrange work of self and others.</li> <li>• Ability to make sound judgements in the face of competing priorities and complex scenarios</li> <li>• Robust analytical skills</li> <li>• Demonstrate an understanding of the importance of quality of care</li> <li>• Has integrity, honesty and self-awareness. Responds constructively to challenge. Uses initiative and has a can-do attitude.</li> <li>• Overcomes obstacles and is resilient in the face of adversity.</li> <li>• Has vision and a sense of what is possible for service users and local populations around quality, reducing health inequalities and promoting inclusivity.</li> </ul>	<p>Test Interview</p>
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	<ul style="list-style-type: none"> <li>• Acts as a role model for NHS and Trust values. Displays compassion and engages with patients and public.</li> <li>• Is compassionate and appreciates and gives credit to others, demonstrating that everyone's contribution is valued.</li> <li>• Able to inspire, motivate, engage with and lead others at all levels</li> <li>• Strong team player</li> <li>• Invests sustained effort in making a significant impact on improvement within the organisation and across the healthcare community, aspiring for excellence</li> <li>• Is curious, innovative and open to new ideas.</li> </ul>	
<b>PHYSICAL ATTRIBUTES</b>	<ul style="list-style-type: none"> <li>• A satisfactory sickness record over previous 2 years (subject to the need to act with fairness and equality of opportunity, particularly where sickness is related to a disability and/or pregnancy)</li> <li>• Able to fulfil Occupational Health requirements for the post (with reasonable adjustments if necessary)</li> </ul>	Occupational Health
<b>PERSONAL ATTRIBUTES</b>	<ul style="list-style-type: none"> <li>• Able to consistently adopt behaviours that demonstrate a commitment to working in line with the Trust values</li> <li>• Enhanced DBS Clearance.</li> <li>• Able to travel between Trust sites as necessary.</li> </ul>	Application form Interview

If a candidate is concerned that a person specification may prevent or restrict their application for employment on the grounds of their sex, race, age, sexual orientation, religion/belief or disability they should initially contact the Appointing Officer or the Trust's Human Resources department. The Trust will seek to resolve this issue wherever possible.