

People Director

About the Job

The People Director is a pivotal member of the Directorate of People & Communications senior leadership team and plays a key role in supporting the delivery of HEE's corporate objectives, including our focus on our people, the environment within which they work, and how they are engaged. The People & Communications Directorate includes Corporate, Digital and External Communications, Corporate Affairs, Governance IM&T, the office of the Chair and Chief Executive and HR & OD. The People Director's portfolio of work will require the post holder to hold a degree of oversight of these functions with a particular focus on a happy and engaged workforce across HEE.

The post holder will report to and deputise for the Director of People & Communications and work closely with all areas of the wider People & Communications directorate team to ensure that HEE values and behaviours and policies and procedures are embedded and followed consistently across HEE. The post-holder will act as a role model in terms of HEE's values and behaviours and support the Director of People & Communications' in his responsibility for delivering across all aspects of his directorate portfolio.

From April this year, HEE moved to a seven-region operating model covering the country, co-terminus with NHSE and NHSI, which provides an opportunity to adopt a single model and improve consistency in the way HEE works. The People Director is responsible for ensuring that HEE's enabler function support and all elements of HEE's OD plan, supports the model, working closely with the national Director of Performance and the 7 Regional Directors. The introduction of seven regions allows for:

- Closer alignment with NHSE/I with an agreed Mandate and associated objectives
- Standardisation and consistency to drive 'One HEE'
- Continued focus and clarity on HEE's purpose and role
- The integration of a continual improvement approach
- The development of stakeholder engagement strategies to support improvement
- Ensuring the organisational development/continual improvement of the regions, within the context of the national plan.

The post holder will also have key role in engaging with the wider community within the NHS and in particular the HR community within the NHS national arms' length bodies (ALBs) to seek opportunities to collaborate across this group, setting a consistently high standard of people management at national level.

The post holder will also play a key role in supporting the Board of HEE through a newly created People Committee and continued support for the Remuneration Committee, and supporting HEE's revised Diversity & Inclusion Strategy which is a priority for the Board.

The post-holder will be expected to be travel frequently across all HEE sites and attend national meetings as required. They should be flexible in their duties and will be required to undertake duties outside of this role specification from time to time as required.

Recruitment Profile

About You

This section details the personal attributes we require for this role. If you feel these describe you we would welcome your application

Behaviours and Values

- Takes a lead management role in ensuring that the People & Communications directorate and the wider organisation all work in a way that complies with the appropriate legislation, best practice and HEE policies and procedures across the broad spectrum with a particular focus on equality and diversity, staff engagement and communications, health & wellbeing, management of risk, information governance and the development of an excellent people management culture
- Leads by example across the People & Communications directorate and the wider organisation.
- Ensures that those working within the function are encouraged to take ownership and leadership for their areas of work through the clear and challenging objectives.
- Recognises that improved patient care is at the heart of all decision making and is driven by the values of the NHS Constitution.
- Readily takes accountability for decision making and is able to provide clear reason for decisions made.
- Treats everyone equally, with respect and dignity.
- Constructively challenges and accepts constructive challenge from others at all levels of the organisation
- Shares knowledge and information to actively develop colleagues and the wider team and the organisation and promotes an environment that supports the open exchange of views and ideas.
- Actively listens to others and promotes change and improvement within own function and beyond
- Takes responsibility for their own actions & behaviours and those working within their areas of accountability.
- Maintains the highest standards of integrity in all interactions and ensures this is present within their areas of accountability

Skills and Abilities

- Management of complex and highly complex issues that require skilled written and verbal delivery in a variety of hostile, emotionally charged and contentious environments
- Able to respond effectively to highly fluid environments where the ability to disseminate complex information and respond at speed is required.
- Highly developed negotiating and influencing skills with an ability to make an impact at all levels within the organisation including Board level. Confident in challenging others whilst maintaining and building a professional relationship. A strong and well-developed sense of political awareness in a range of situations and audiences
- Proven and demonstrable ability to manage multi-faceted services across a national organisation which draws upon the ability to
 - ✓ Develop strategic partnerships with a range of internal and external stakeholders and actively develops and maintains these links
 - ✓ Problem solve and respond quickly and effectively to changeable and unexpected demands and situations
 - ✓ Make effective and autonomous decisions in situations where a range of scenarios are present, and the impact of decisions will have capacity for wide-ranging impact across the organisation.
 - ✓ Proactively develop services with effective planning over the medium and long term to anticipate service needs and to develop a 'best in class' service provision.
 - ✓ Prioritise own work effectively and be able to give expert direction to the activities of a number of teams with a variety of objectives and priorities
 - ✓ Interpret policies, principles and national directives for implementation, offering subject matter expertise to influence direction for the organisation

	<ul style="list-style-type: none"> • Experience of creating a vision and direction for the delivery of services and presenting this to range of internal and external stakeholders to seek their engagement • Highly developed ability to understand data from a variety of sources and use a range of tools to manipulate data to give meaningful and measurable results and to a wide range of audiences with differing levels of understanding • Demonstrates extreme diligence in approach to all aspects of service provision and is able to implement auditable procedures with corresponding assurance mechanisms across the range of directorate services • Team player and prepared to prioritise work in order to support the needs of the organisation • Strong advocate for best practice across the organisation with appropriate use of networks to seek betterment for directorate functions and the organisation they support
<h2>Experience and Knowledge</h2>	<h2>Qualifications and Training</h2>
<p>Knowledge</p> <ul style="list-style-type: none"> • Current excellent knowledge of best practice in using organisational systems and policies to effectively develop an internal workforce and offer excellent people management • Current excellent knowledge of best practice in supporting effective communications strategies • Current excellent knowledge of best practice in supporting excellent corporate governance • An understanding of NHS policy and NHS workforce strategy. • Working knowledge of data protection legislation requirements including information governance, subject access requests and data disclosures. • Comprehensive knowledge of current employment legislation and the application in a range of employee relations environments. • Knowledge of the structure and organisation of the healthcare education and training system within which HEE operates, the 	<ul style="list-style-type: none"> ○ Degree level qualification in a relevant field ○ Master's Degree level education in a relevant field (or equivalent level of experience) <p>The role supports a number of professional functions. The post holder will hold professional qualification (or equivalent level of experience in the profession) and membership of at least one or more of the following areas</p> <ul style="list-style-type: none"> ○ Human Resource Management (CIPD Chartered or Fellow membership of this professional body) ○ Corporate Governance (Qualification recognised by professional body and chartered membership held) ○ Communications (Qualification recognised by professional body and chartered membership held) <p>Strong evidence of continued learning/development.</p>

roles and responsibilities of stakeholders and the mechanics for workforce planning in the NHS

- Clear understanding of the UK healthcare education and training system and of the legislative and administrative issues around education and training of the healthcare workforce.

Experience

- Experience of managing a portfolio of functions, including those listed within the People & Communications Directorate as listed above.
- Demonstrable experience of co-ordinating a multitude work programmes, operating systems, and teams in diverse and challenging service orientated environments which offer excellent customer service whilst delivering efficiency and value for money for the employer
- Experience of developing and implementing service provision, policy, procedures and programmes of work to support the delivery of high performing teams meeting organisational service requirements and matching objectives, business plans and budgets.
- Significant experience of monitoring substantial budgets and financial and business planning processes ensuring best value is maintained
- Significant experience of successfully operating in a politically charged and sensitive environment with diverse stakeholder input.
- Experience and understanding of evaluating and measuring and reporting on internal and external service performance through the drawing up of complex information from a variety of sources to produce SLA, KPI's and contracts for service.
- Experience of managing risks and reporting to senior levels on impact and likelihood and making robust recommendations for mitigation.
- Experience of managing multiple teams and achieving objectives by working with others including those that do not necessarily sit within direct reporting control.

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| <ul style="list-style-type: none">• Experience of working in the public sector in a large complex organisation with union recognition• Experience of coaching, developing staff and managing multiple teams to provide high levels of customer service and support | |
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Expected Outcomes

About your role

This section details the outcomes and deliverables that would be expected from the role

Engaging People/Key Working relationships

- Build personal credibility and support senior managers and leaders in making key decisions and offering a range of solutions, particularly regarding workforce and people matters.
- Ensure effective and strong working relationships are held at Board and Executive level
- Ensure effective and strong working relationships are held with senior clinical leaders within HEE
- Ensure effective communication and strong working relationships with wider directorate team, other HEE teams and third parties eg Trade Union representatives; outsourced providers; wider ALB networks to support the delivery of efficient and effective services, address interdependencies (particularly with other enabling functions) and alignment of joint work areas
- Provide and receive complex and highly complex advice on issues that require written and verbal delivery in a variety of hostile, emotionally charged and contentious environments.
- Able to respond effectively to highly fluid service and employee relations environments where the ability to disseminate complex information and respond at speed is omnipresent
- Works effectively with others to make sure there is a clear direction for core values, strategies and policies and leads the way when interests are in conflict.
- Supporting the adoption of the 'one HEE:' approach across HEE to embed our model of service delivery across all regional teams working directly with senior management teams to foster good working relationships and integrated service provision
- Work with the Director of People and Communications and the directorate management team to develop strategic plans and business objectives to support the delivery of HEE's Development Framework. These need to be consistent with values, realistic, detailed and take account of any organisational and financial constraints whilst fully aligning to the needs of the business as described in HEE Business Plan, our mandate from government and the ambitions set out in the NHS Long Term Plan and Interim People Plan

Delivering Results/Functional Responsibilities

- Stays abreast of development in national policy, STP workforce strategy, and good practice across the NHS and in other sectors to ensure that HEE is innovative in its approach to people management.
- Responsible for the strategic deployment and delivery of a high performing, high-quality functions through the development of effective and efficient teams.
- Supports the Director of People & Communications in developing HEE's strategic direction, taking a lead for specific agenda areas as agreed.
- Develops, supports and services the Board's new People Committee and the Remuneration Committee, ensuring that appropriate advice, information and guidance is provided to support effective decision-making and appropriate governance.
- Deploys a programme and project management approach to ensure the effective planning, allocation and delivery of a broad range of tasks across the directorate, ensuring risks, issues and dependencies are identified and managed to achieve high quality outcomes for all assigned areas of work
- Support and develop clear lines of governance across the directorate, ensuring all elements of the teamwork within the defined operating model and work in a collegiate manner across the whole team and wider enabling functions
- Take a lead role in the ongoing development of a highly engaged workforce, aligning organisational development strategy with our quality improvement programme and our vision, values and strategic objectives.
- Develop, with the executive directors, strategies to embed HEE's values through all aspects of HEE's operations.
- Identify and monitor the developing HEE culture so that it supports the attainment of our corporate goals and promotes staff satisfaction.
- Work with teams within the directorate; other enabling functions; and local teams to implement HEE's Development Framework ensuring

<ul style="list-style-type: none"> • Involve and engage team members and users of the directorate's service and others in discussions about service direction, improvements and the values on which they are based through the use of focus groups and staff surveys. Ensures that feedback is actively sought, professionally received and evaluated and outcomes communicated. • Champion the work of the directorate and work closely with senior management teams to identify people affected by service improvements and evaluate the impact of the changes to the organisation and ensure that appropriate support and advice is provided • Deputise for the Director of People & Communications in representing the organisation in formal settings. 	<p>business requirements, strategic goals and local and national priorities are taken into account.</p> <ul style="list-style-type: none"> • Act as a change agent supporting managers in proactively delivering complex change programmes within HEE wide initiatives, actively challenging assumptions to ensure plans are robust and supported by facts. <p>HR&OD</p> <ul style="list-style-type: none"> • Working with P&C senior team, executive directors and senior leaders, develop leadership capacity and capability throughout the organisation to support enhanced performance, recruitment and retention and job satisfaction and engagement of staff. • As Deputy to the Director of P&C work closely with the Head of HR&OD to ensure that <ul style="list-style-type: none"> ○ HEE's employment practice complies with regulatory requirements, national audit and benchmark standards. ○ Ensure the development of a positive employee relations climate, ensuring that efficient consultation and involvement principles are in place to promote and maintain productive partnership working with staff and trade unions. ○ Offer an HR & OD function that supports and advises on all people aspects of change management within HEE, ensuring that proposals are well thought through and comply with agreed policies and procedures. <p>Equality, Diversity and Inclusion</p> <p>Working with P&C senior team, executive directors and senior leaders, and in conjunction with the organisation's Equality and Diversity lead to ensure that E&D initiatives and best practice are embedded in the work of the directorate and across the organisation.</p> <p>Work collaboratively with partner organisations to develop cross organisational initiatives to support building greater inclusivity across the NHS</p> <p>IT</p> <ul style="list-style-type: none"> • Working with P&C senior team, executive directors and senior leaders, develop an IT strategy for the whole of HEE ensuring the alignment with the estates strategy across the whole of HEE and that it is supportive of an agile and flexible working environment for all staff. • As Deputy to the Director of P&C work closely with the Head of IT to ensure that
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- systems are delivered in line with national strategy
- the security of all HEEs IT and information systems and compliance with all legislation
- effective policies and procedures for all IT and related services exist across the organisation.
- Develop and champion new initiatives, projects and equipment as necessary.

External and Corporate Communications

- Working with P&C senior team, executive directors and senior leaders, and external partners to support the HEE communications strategy both internally and externally
- As Deputy to the Director of P&C work closely with the Head of External Communications to offer an external communications function that
 - Closely aligns with external bodies including regulatory and professional groups, particularly in nursing and medicine, and with partner Arm's Length Bodies and with the Department of Health across their news media, marketing, policy and sponsor branch functions and align to national communications policies and priorities from the Government Director of Communications.
 - Makes effective use of social media strategies, working across the communications team, People and Communications Directorate and more widely with system partners, such as Royal Colleges, other ALBs including NHS England and NHS Improvement, and the Department of Health
 - Offers effective and high quality advice and support locally, regionally and nationally up to and including Board level, particularly for the medical director, nursing director and head of English Deans
 - Provides an effective and response press office
 - Provides and effective and responsive public and Parliamentary Accountability function including FOI and Parliamentary questions.
- As Deputy to the Director of P&C work closely with the Head of Corporate Communications and the Programme Lead for Stakeholder Engagement and Digital communications to offer a corporate communications function that

- builds an engaged, informed and motivated workforce, developing opportunities for staff to give feedback and contribute to decision making as part of HEE's OD plan and the NHS Interim People Plan
- strategically deploys internal communication channels to ensure the purpose, vision and values of HEE are highly visible and understood across the organisation and that offers accessibility of senior leaders to the workforce as a whole and supports HEE's operating model
- ensures effective and responsive stakeholder management across HEE's functions and programmes
- transform HEE's digital platforms to ensure consistency and compliance with the Department of Health and Social Care GDS. Ensure that all digital platforms are utilised effectively and reviewed and evaluated in line with continual improvement methodology
- works collaboratively with external partners in particular other NHS arms length bodies and DHSC
- works with senior leaders to lead on delivering high profile successful corporate events to stakeholders and manage HEE's presence at key health events
- ensures HEE's brand is maintained across the organisation and in all work produced by HEE
- ensures that an effective and well respected internal and external awards programme exists within HEE ensuring that staff can be recognised for excellent contribution to the advancement of health and social care

Corporate Affairs and Governance

- Working with the P&C senior team, executive directors and senior leaders, and external partners to support HEE corporate governance both internally and externally
- As Deputy to the Director of P&C work closely with the Head of Corporate Affairs and Deputy Head of Corporate Affairs to offer a corporate affairs function that
 - leads the effective running of HEE's Board and its sub committees
 - leads the development and implementation of effective business planning and reporting processes for HEE's corporate work.

	<ul style="list-style-type: none"> ○ upholds the highest standards of corporate governance and continuous improvement of good governance practice across HEE and its LETB's ○ ensures that HEE as a whole discharges its functions in a way that is compliant with statutory duties, current legislation and established good practice codes ○ To ensure that HEE's accountability and reporting obligations as an ALB of the Department of Health, and as a Non-Departmental Public Body, are fulfilled effectively ○ Offers efficient and effective management of corporate risk, business continuity, information governance, health and safety and estates management
<h2>Management and leadership</h2>	<h2>Setting Direction and Service Improvement</h2>
<ul style="list-style-type: none"> ● Act at all times in compliance with standing orders and financial instructions in the discharge of budgetary responsibilities. ● Ensure clear, engaging and effective management is in place and provide leadership across the organisation, motivating and inspiring staff at all levels. ● Act as a role model, demonstrating HEE's core behaviours, providing mentorship and leadership development as necessary. ● Ensure HEE's Values and Behaviours are embedded within the People & Communications directorate. ● Support the Director of People & Communications in leading, managing and developing a strong senior directorate team through regular 121's, challenging objectives and relevant PDP's. ● 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 ensure that staff are motivated, developed, supported and respected. ● Encourage HEE to further develop its reputation as an exemplary employer. ● Contribute to the annual business planning cycle and the development of the directorate budget. 	<ul style="list-style-type: none"> ● Working with the P&C senior team design enabling functions within the People and Communications Directorate and their development across the organisation to ensure they support and align to the HEE Business Plan, mandate from Government and the aims and ambitions of the NHS Long Term Plan and Interim People Plan. ● Work with the directorate functions to develop and influence their understanding of their key business priorities and delivery plans in relation to their individual service areas. ● Working with recognised TUs and within the recognised working groups and forums to achieve a partnership approach to future policy design and implementation. ● Commission appropriate research and utilise feedback channels from staff and other areas to analyse and evaluate the performance of directorate functions and those of the wider organisation and support a system of work that champions continuous improvement and service development. Use appropriate networks and groups throughout the organisation to collate and present findings and offer recommendations eg Partnership Forum, Executive Team, Board

<ul style="list-style-type: none">• Responsible for delegated budgets within the area of responsibility, including pay and non-pay costs and ensure that the service area delivers within budget at all times• Takes ownership for the delivery of directorate services and accepts full accountability for the teams within the remit of the role.• Actively role models ethical behaviours and establishes within the directorate a culture of collegiate behaviours and co-operation.• Develops and communicates the expected standards and expected levels of performance within the People & Communications directorate and role models these expectations consistently.	
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Benefits Information

	What are the terms and conditions?	
	As an NHS employer the following terms and conditions apply to this post:	
	Salary	Agenda for Change Band 9 salary scale, usually starting at the minimum.
	Hours of Work	37½ hours per week. Monday to Friday
	Permanent, Fixed Term or Secondment	Permanent
	Leave and Bank Holidays: 27 days per year and 8 bank holidays, pro rata if part-time. Leave increases to 29 days per year after 5 years' service and 33 days per year after 10 years' service	
	Pension: The NHS Pension scheme is based on length of service and salary at retirement (not dependent on investment returns).	
What other opportunities are available to me?	Other useful information	
<p>We'll be committed to your training and development from day one.</p> <p>When you join, you'll receive an induction and have the opportunity to attend a variety of skills-related courses, some online.</p> <p>Our learning and development strategy includes all the ways that we can support you to 'shine' and excel in your role and is open to our staff at every level in our organisation. It also includes leadership and management development and provides the opportunity to apply for funding to support personal development activity.</p>	<p>Your essential role will indirectly contribute to saving and improving people's lives.</p> <p>We are committed to implementing reasonable adjustments for people with disabilities. If you are successful, you will be issued with a contract of employment, which will include a full statement of the terms and conditions of service and job description.</p> <p>We are also committed to ensuring that no member of staff should suffer or experience less favourable treatment, discrimination or lack of opportunities on the grounds of gender, gender identity, race, colour, nationality, ethnic origin, creed, health status, HIV status, age, marital status, parental status, sexual orientation, sexual identity, trade union membership, responsibility for dependents, or any other grounds which cannot be shown to be justifiable within the context of this document.</p>	