



Job Description

Job Title	Deputy Director of P&C Operations
Band	Band 9
Department/Directorate	People and Culture Directorate
Location	Waterloo, London
Reporting to	Director of People and Culture

Job Purpose

This role will take responsibility for leading on the delivery of high quality Operations function in our People and Culture (P&C) directorate. The role will shape, develop and transform our P&C operating model, to ensure efficient use of our resources, encompassing new and innovative ways of working, and developing services to meet our stakeholder's expectations and needs, whilst continuously striving for improvements.

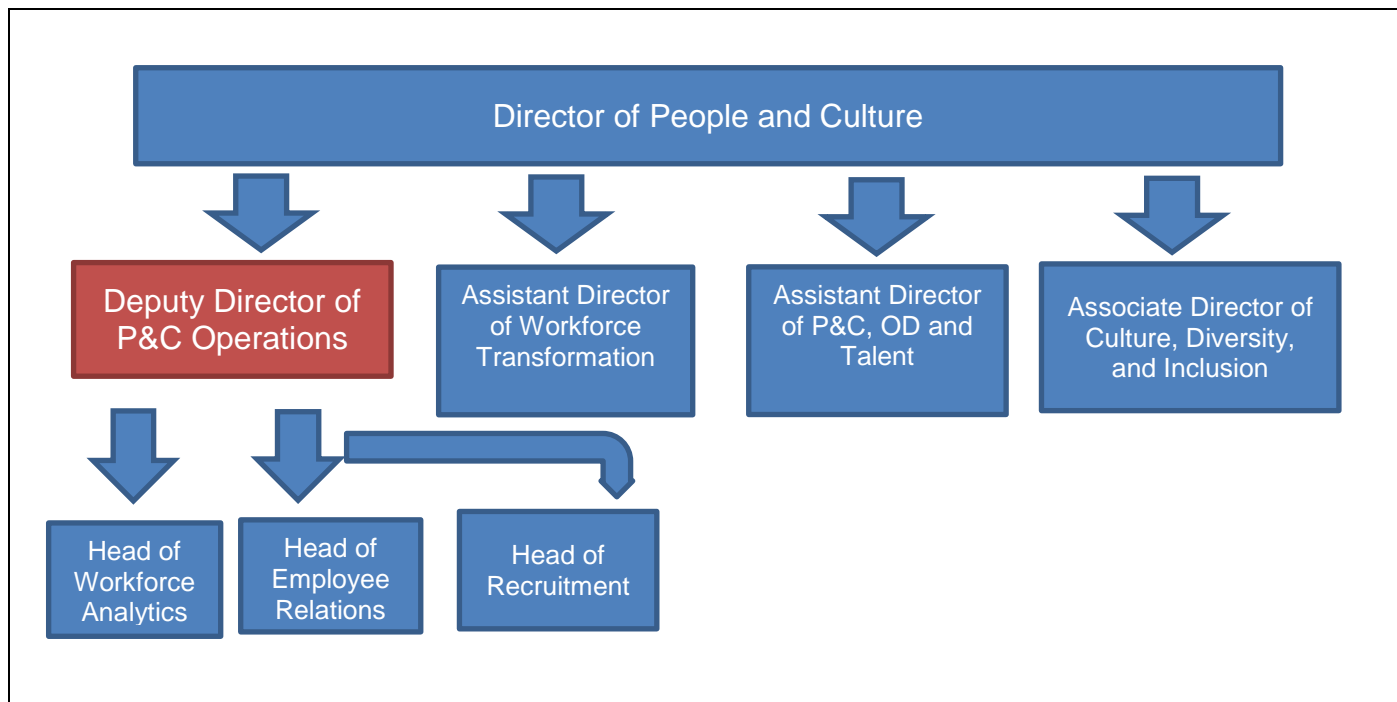
This role will be responsible for designing and implementing workforce solutions to allow the P&C team to support our stakeholders proactively, and encourage a culture of continuous learning, transferrable skills, and development opportunities for our people across the directorate.

The role will provide strategic leadership across all aspects of the operational employee lifecycle, including our recruitment and talent acquisition processes (which includes international recruitment), onboarding, developing, retention and redeployment of our highly passionate, skilled staff. The post will take responsibility for ensuring the P&C Operation's functions develop and deliver to the agreed Key Performance Indicators (KPI) in accordance with the required standards and Service Level Agreements. The post holder will ensure an efficient and cost effective delivery of the P&C Operations function to the Trust, whilst continually improving the P&C Operations policies, systems and standard operating procedures (SOP's).

The role will have lead responsibility of all P&C operational aspects of the P&C Strategic plans, to develop on the work that has already been achieved, and plan for future strategic plans, taking consideration of internal and external variables and changes that need to be considered to ensure the plan remains a viable contributor towards our overall strategic service aim.

The Deputy Director of P&C Operations will work closely with the P&C senior leadership team, including the Director of People and Culture, to ensure the effective and efficient management of services and resources, through the provision of strategic leadership, influence and expert HR input into the business and operation of the Trust. The post holder will have responsibility to build on the relationships that are already in place with our recognised Trade Unions Representatives and partners, to ensure efficient and open communication and negotiations providing successful outcomes for our people.

The post holder will have direct line responsibility for the Head of Recruitment, Head of Employee Relations, and Head of Workforce Analytics. The Post Holder may also be required to deputise for the Director of People & Culture where and when appropriate, across the full range of duties and lead on designated projects and activities.



Key Result Areas & Performance Indicators

- Transform the P&C Operational functions into pro-active systems and ways of working, to support our stakeholders, and ensure positive employee experiences when using the operational models implemented.
- Take the lead on ensuring all HR related policies, and standard operating procedures continuously improves efficiency and are legally compliant.
- Lead on the continuation of deliverables in the P&C strategic plans, that feeds into our Service wide strategic plan
- To oversee and work on Trust wide Strategic programmes, initiatives and projects, including working collaboratively with the Head of Employee Relations to oversee the smooth implementation, promotion and roll out of the New Resolution Framework.
- To build visibility and networking opportunities with 'People Directorate' peers within the NHS to be able to share and collaborate across the NHS
- To ensure development plans, and opportunities are in place for the post holders teams across P&C, and the Service where appropriate.
- To ensure CDI (Culture, Diversity and Inclusion) is embedded and actively conscious in all the P&C Operational processes and systems.

Key Relationships & Stakeholders

Director of People and Culture,
 Assistant Director of Strategic Org and Design
 Head of Employee Relations,
 Head of Recruitment
 Head of Leadership
 Associate Director of Culture Diversity, and Inclusion
 Head of Workforce Analytics

Head of Health & Wellbeing
 HR Business Partners,
 External Strategic Partners
 Directorate senior leadership teams
 Staff Side Representatives
 Finance leads
 External legal professionals
 Wider NHS P&C Directorate peers
 NHSE and NHSI

Key Responsibilities

Strategy

- Develop an employer brand for the P&C operational departments reflecting proactive systems and positive customer service
- Lead on the development and implementation of the P&C strategy resulting in excellence based on the Trust and People strategies, vision and priorities
- Provide strategic advice to the Director of People & Culture on the best course of action to support key strategic goals and operations for the directorate and across the Trust.
- Support the Director of People & Culture by providing input / drafting sections of Board papers that relate to their key areas of responsibilities and other committees
- Keep up to date on regional and national P&C operational developments, through leadership and latest research in the field
- Identify opportunities for improvement and efficiencies, and deliver operational transformation in line with strategic plans

Operational Delivery

- Ensuring the P&C Operational systems are legally compliant, and are the most efficient use of our resources, whilst giving our customers (our employees and potential employees), the best overall experience of our service.
- To lead and provide guidance into all functions of the P&C operational teams
- To ensure development, compliance, and regular review of our Operational Policies
- To oversee and ensure an ongoing and effective Job evaluation system, providing fair and equitable processes across the Service at all levels.
- Working collaboratively with the Heads of Departments to oversee the HR Operations Functions, ensuring a high quality of advice, and services are provided across the operational departments including Pensions, Payroll, Employee Relations, Workforce Analytics and Recruitment.
- Provide expert, high level advice and support to Senior Managers and Employee Relations staff on highly complex People & Culture and employment issues
- Take responsible for understating the HR operational information systems within the directorate, and ensure the post holder's team can provide appropriate HR operational expert advice, support, and guidance can be given to management and staff within the Trust when requested.
- Actively promote HR operational information systems and demonstrate how they add value to the Trust
- To work collaboratively with the Associate Director of Culture Diversity, and Inclusion (CDI) to ensure CDI is embedded and actively conscious in all the Operational processes and systems within P&C.

- Ensure the post holder's team can produce any reports from the operational information systems as may be required, and develop, evaluate and make recommendations, referring to the Trusts KPI's.
- Manage the development, implementation, and evaluation of all necessary protocols, policies and procedures necessary for the successful and continued management of P&C Operational information systems to meet Trust requirements
- Responsible for developing and updating Business continuity plans for HR Operations, and P&C Operations lead in any REAP (Risk Escalation Action Pan) changes.

People Management

- Provide positive and inspiring leadership to the P&C operations team, developing short and long term plans (in accordance with the P&C Strategic plan, and strategies and reprioritising as workload changes)
- Oversee the wellbeing, personal development, work life balance, and training for the P&C operational teams, including manage and develop the performance and capability of team members including setting objectives performance standards, promoting regular feedback and carrying out annual appraisals including personal development plans, in line with the People and Organisational Strategies
- Take responsibility for all operational & transactional information and software systems, to ensure cost effective, modern and fit-for purpose systems are maintained.
- Represent the directorate at a variety of meetings relating to the provision of the P&C Operations function
- To represent the Trust on external bodies e.g HR Director forums, Ambulance Trusts, etc when and if required.

Resource/Financial Management

- Manage budgets and establishment within P&C operations team in accordance with the standard financial instruction.
- Oversee the Budget spending for the Head of Departments that report into the post holder.
- Working within budgets, the post holder will identify cost savings and maximising income in carrying out project activity/ new ways of working.

Infection Prevention & Control

All Trust employees, whether involved directly or indirectly in the provision of healthcare, have a duty to co-operate with and implement Trust policies and procedures in preventing and controlling infection. This includes co-operation with colleagues and contractors also involved in the provision of healthcare so far as is necessary to enable the Trust to meet its obligations under the Health and Social Care Act 2008.

Safeguarding

The London Ambulance Service NHS Trust is committed to safeguarding and promoting the welfare of children and young people and adults at risk and expects all staff and volunteers to share this commitment and ensure they work in accordance with the LAS Safeguarding Child and Adult at Risks Policies and Procedures.

Staff should ensure that they remain up to date with safeguarding training requirements and know how to report safeguarding concerns or allegations against staff and should follow safeguarding policy and procedures and the allegations against staff policy.

Confidentiality

Maintain confidentiality in relation to personal data held for colleagues and patients, ensuring that it is processed lawfully; for no purpose other than that for which it was obtained; is relevant to that purpose; is retained for no longer than is necessary; is processed in accordance with the rights of the subject to access and accuracy; and is protected from accidental loss or damage in accordance with the requirements of the Data Protection Act (as amended), and records management guidance.

Maintain confidentiality of patient-identifiable personal data using a non-identifiable alternative, where practicable, and limiting access on a strictly need to know basis in accordance with the responsibilities of the Trust's Caldicott Guardian.

Risk

Accept personal responsibility for contributing to the Trust's management of risk, including the reasonable avoidance of any action which would knowingly cause unacceptable risk to self, others, or to the Trust.

As far as is reasonably practicable attempt to prevent other people from undertaking tasks or actions which would knowingly cause risks to self, others, or to the Trust, in accordance with Trust policy and training.

Identify and report actual or potential hazards/ risks in the work environment in accordance with Trust policies, and take immediate action to minimise risks where it is reasonably practicable to do so.

Identify and report to the appropriate authority incidents of risk, neglect, abuse or endangerment to vulnerable adults and children.

Follow LAS policy on use of PPE (Personal Protective Equipment) e.g. Stab Vests, Hi- Visibility Clothing, Gloves, Visors etc.

Awareness of and compliance with Health and Safety Regulations.

Equality and Diversity

The Trust recognises the benefits of a diverse workforce reflective of the communities that we serve, and is committed to equal opportunities in employment with a devotion to eliminate all forms of unlawful discrimination. The Trust aims to promote equality of opportunity and good relations between staff and patients (including volunteers, contractors and bank staff). All individuals have a duty to adhere to the Trust Equality and Diversity policy and an individual responsibility towards the application and understanding of the Equality Act 2010. Inequitable behaviour will not be tolerated and every person has a responsibility to highlight discriminatory practice.

Health and Safety at work

In addition to the Trust's responsibilities under the Health and Safety legislation, you are reminded of your responsibilities for health and safety at work under the Health and Safety at Work Act 1974 (as amended) and associated legislation. These include the duty to take reasonable care of the health and safety of yourself and others in your work activities and to co-operate with your employer in the discharge of its statutory duties. You must adhere strictly to the Trust's policies and procedures on health and safety and report all accidents, dangerous occurrences, unsafe practices or damage to your manager promptly using the Trust's incident reporting system. You must make use of appropriate training, safety equipment, protective clothing and footwear and attend training. Failure to comply with these requirements may result in disciplinary action.

Disclosure and Barring Service (DBS)

If the post you are undertaking requires you to complete a DBS disclosure, this will be managed and processed in line with the DBS Policy and you will be required to sign up and maintain your subscription to the DBS Update Service.

Values and Behaviours

Caring

Kindness – be caring and compassionate, polite, welcoming, approachable

Positive – embrace change, be enthusiastic and optimistic, proactive

Empathetic – put myself in other people's shoes, consider other perspectives

Listening – hear others, be open, approachable, give others space to speak

Respect

Equity – be fair, embrace diversity, accept others for who they are

Inclusive – advocate for others, ask for input, seek out alternative views

Understanding – be interested in others' feelings, stories and backgrounds

Appreciative – offer descriptive praise, seek out feedback, value others

Teamwork

Supportive – offer help when you notice others need it, check in regularly

Collaborative – seek opportunities to work together, communicate, clarify

Professional – be accountable, responsible for my attitude, calm and reassuring

Integrity – be honest, share learnings, act in others' and LAS' best interests

Person Specification

Qualifications, Accreditations, Education	Essential	Evidence
Educated to Master's Level in HR field or equivalent work experience and knowledge in range of areas	√	A
Chartered Institute of Personnel Development (CIPD) membership at Chartered or fellow level, or learned equivalent experience that can be demonstrated	√	A
Evidence of continued professional development	√	A
Experience	Essential	Evidence
Significant senior level experience at Deputy HR level and above	√	A/I/T
Significant experience of Employment Relations, including and up to employment tribunals processes	√	A/I/T
Previous Experience Working at an Employee Relations / HR / Recruitment focus	√	A/I/T
Implementing best practice HR solutions to drive a high-performance culture within the team	√	A/I
Working in partnership with Senior Business leaders and Boards, in order to develop and deliver on complex, ambitious people projects and goals	√	I
Leading and managing large multidisciplinary teams	√	I
Experienced in developing processes and competencies, and negotiating policies with Unions.	√	A/I
Significant experience of building, maintaining and utilising successful partnerships across a range of stakeholders to influence and drive change	√	A/I
Policy development and implementation	√	A/I
Budgetary and financial management and reporting	√	A/I
Previous experience in presentation to large and small antagonistic audiences and facilitation of agreement between stakeholders using variety of communication techniques including negotiation, persuasion, and empathy	√	A/I
Excellent inter-personal skills, with the ability to facilitate effective relationships with a wide range of internal and external stakeholders	Desirable	A/I/T
Knowledge and Skills	Essential	Evidence
An understanding of policies and procedures relating to, payroll, rewards and pensions	√	A/I/T
The ability to analyse complex situations and ambiguous information, and manage conflict and sensitive situations, acting with tact and diplomacy	√	A/I/T
Excellent verbal and written communication skills and the ability to present, negotiate and influence effectively with all levels of an organisation.	√	A/I/T
Ability to analyse data and compile reports	√	A/I/T
Knowledge of a Manager and Employee Self services	√	A/I/T
Knowledge of the Agenda for Change NHS Terms and Conditions of Service	√	A/I/T
Excellent communication skills, with the proven ability to manage and convey highly complex, sensitive, and potentially contentious information	√	A/I/T
Ability to process conflicting information, rely on judgment and past experience to understand the situation and implications of potential responses, and make well-reasoned decisions for the good of the Service and its people	√	A/I/T
Ability to work to tight and challenging deadlines, managing complex and multiple pieces of work	√	A/I/T
Personal Abilities	Essential	Evidence

Adhere to the Trust values and behaviours	√	A/I/T
Ability to work effectively with a variety of leadership styles and people at all levels of development	√	A/I/T
Able to inspire, empower and motivate others and build high-performing teams.	√	A/I/T
Adhere to the Trust values and behaviours	√	A/I/T
Ability to plan and organise own workload with a high level of autonomy ensuring deadlines can be met to agreed timeframes	√	A/I/T
Ability to respond to levels of high demands and work pressure, with an understanding of timeframes and needs	√	A/I/T

Key: A = application, T = test, I = interview

Created/Updated: **May 2023**