

## JOB DESCRIPTION

JOB DETAILS	
Job Title	Senior HR Programme Manager
Reports to	Assistant Director of People Business Partnering
Band	8b
Department/Directorate	People Function, Corporate Services

JOB PURPOSE
<p>The Senior HR Programme Manager will report to the Assistant Director of People Business Partnering and will deliver on key workforce transformation programmes to support the Trust operational, financial and corporate objectives.</p> <p>The postholder will be accountable for the design, planning and execution of a variety of short and long term, complex strategic programmes and projects. This role will also support roles, providing leadership, coaching and training to support the successful delivery of projects and programme activities. They will be responsible for ensuring a standardised approach to governance and reporting.</p> <p>The postholder will be a culture champion and role model for continuous service improvement, supporting the team and wider Trust colleagues to embed and spread a positive culture across all teams and services.</p>

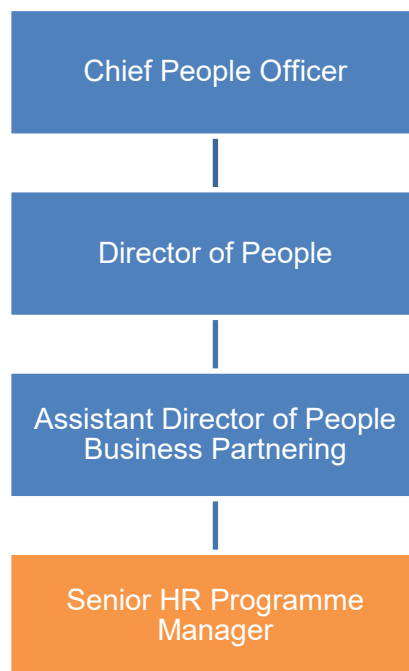
KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<ul style="list-style-type: none"> <li>Responsible for the strategic planning and delivery of workforce transformation programmes and projects.</li> <li>Analyse highly complex data, developing and presenting appropriate reports, ensuring content is clear, accurate and transparent.</li> <li>Work collaboratively across the organisation and wider system to design, plan and implement complex strategic programmes and projects.</li> <li>Ensure programmes and projects are delivered on time and in budget with appropriate governance and benefits realisation in place.</li> <li>Deputise for the Assistant Director of People Business Partnering at Trust-wide meetings and external meetings where necessary.</li> <li>Drive capability development across the team and wider organisation to enhance performance, foster continuous learning, and build skills to deliver high quality transformational changes.</li> <li>To champion a continuous improvement approach to change across all staff groups and services.</li> </ul>

KEY WORKING RELATIONSHIPS
<p>Areas of Responsibility: People Function, Corporate Services</p> <p>No. of Staff reporting to this role: 0</p> <p>The post holder is required to deal effectively with staff of all levels throughout the Trust as and when they encounter on a day-to-day basis. In addition, the post holder will deal with the wider healthcare community, external organisations and the public. Given the strategic importance of some of the programmes, the postholder will also be required to provide assurance of programme delivery to regional and national stakeholders and regulators, for example NHS England and Devon ICS.</p>

Of particular importance are working relationships with:

Internal to the Trust	External to the Trust
<ul style="list-style-type: none"> <li>• Chief Executive &amp; Executive Directors</li> <li>• Trust Directors</li> <li>• Senior Leadership Teams – spanning Care Groups and Corporate Functions</li> <li>• Professional leads</li> <li>• BI, Finance &amp; Procurement team</li> <li>• Staff-side</li> <li>• Governance team</li> <li>• Communications, Engagement &amp; Marketing Team</li> <li>• Corporate PMO Team</li> </ul>	<ul style="list-style-type: none"> <li>• Wider Devon ICS Partners – Providers, Local Authority and ICB</li> <li>• External Suppliers/ consultants</li> <li>• Other NHS Trusts;</li> <li>• NHS England</li> <li>• Department of Health and Social Care</li> <li>• Trade Unions</li> <li>• External suppliers</li> </ul>

## ORGANISATIONAL CHART



## FREEDOM TO ACT

- Be part of the senior team within the people service, working independently and autonomously on all aspects of role, exercising maximum autonomy and control whilst recognising when it is appropriate to escalate programme successes, issues and risks to the Assistant Director of People Business Partnering.
- The postholder will work to general health, organisational or occupational policies, and will have the freedom to action based on their specialist interpretation. They will communicate national health service policy and strategy, supporting the setting of goals and standards within the service.
- Work with the Assistant Director of People Business Partnering to ensure legislation is properly implemented within the service.

## **COMMUNICATION/RELATIONSHIP SKILLS**

- Provide and receive highly complex, sensitive and contentious information regarding programme delivery, benefits realisation and impact on clinical and/or operational performance in a format that is clear, accurate and appropriate for the audience.
- Present highly complex, sensitive or contentious information/presentations to large groups such as Programme Boards, PAF meetings and project stakeholder meetings.
- Attend relevant programme meetings to present assurance of programmes including preparing exception reports for Trust Executive Board. Deputise for the Assistant Director of People Business Partnering when necessary.
- Deploy effective communication, negotiation and influencing skills to enable an effective change management with stakeholders at all levels.
- Build and maintain excellent working relationships with People Team members and a broad range of internal and external stakeholders.
- Support colleagues in building the necessary skills and expertise to perform their roles, identifying and implementing learning needs and engendering a culture of continuous improvement and development.
- Play a key leadership role within the people team, working with the Assistant Director of People Business Partnering and other senior leaders in the organisation to foster a culture of open communication, psychological safety and morale.

## **ANALYTICAL/JUDGEMENTAL SKILLS**

- Interpret, analyse and compare ranges of highly complex information, facts or options relating to project and programme activities.
- Make judgements, decisions and offer strategic guidance on a range of complex issues where there may be more than one course of action.
- Initiate appropriate action plans and gain agreement across the programme/project structure to ensure that delivery plans, schedules, budgets and governance are compliant with Trust policies and procedures.
- Ensure that any changes or developments are managed sensitively and appropriately, identifying risks to the programme/project and managing them effectively, escalating where necessary.
- Understand and manage the complex interrelationships that exist in a strategic multidimensional programme ensuring that timescales, budgets and deliverables are not compromised.

## **PLANNING/ORGANISATIONAL SKILLS**

- Plan, organise and deliver a broad range of complex activities that make up the workforce transformation portfolio which aim to improve services across all areas of the Trust.
- Ensure a standard approach for governance, risk management and reporting is in place across all programmes and projects within portfolio.
- Monitor expenditure and costs against deliverables to ensure that projects and programmes remain on track and on budget, escalating issues for early support and resolution.
- Plan and monitor the overall progress of assigned programmes and projects.
- Resolve any issues and instigate corrective action as appropriate (issues management and analysis).
- Ensure Policy, Procedures and Standards are maintained at a high level to ensure quality and integrity of service delivery for the programme.
- Manage and / or co-operate with third party elements of programmes and projects as appropriate.
- Prepare appropriate reports to update programme progress and ensure these are received by the relevant stakeholders in a timely manner. This includes; Checkpoint, Highlight Reports, Exception reports, quality and risk assessments. Ensure all documentation is filed and labelled appropriately.
- Supervise and coordinate the work of teams related to programmes and projects, providing expert advice and guidance.
- Develop and manage programme documentation using industry standard tools.
- Maintain comprehensive records for audit (and legal) purposes and have all programme data available to retrieve quickly and reliably.

- Ensure the programme produces a result that is capable of achieving the benefits as defined.
- Work flexibly to meet the requirements of current programmes.

### **PATIENT/CLIENT CARE**

- Incidental contact with patients.
- Ensure all programmes/projects take a patient-centred approach.

### **POLICY/SERVICE DEVELOPMENT**

- Responsible for the effective development and implementation of the Trust-wide programme and project management policy, service improvement, and continuous improvement policy.
- Lead the development of new policies for commissioned service improvements, ensuring pertinent and accurate data are included in, prior to presentation at Trust Exec Board (TEB).
- Responsible for post-project evaluation and debriefs of completed projects and sharing learning.
- Support internal policy decisions.

### **FINANCIAL/PHYSICAL RESOURCES**

- Be a responsible person for the programme and project budgets within the assigned portfolio.
- Be a budget holder and signatory for the people team cost centre.
- Be the authorised signatory for the programmes and projects within portfolio, authorising all work within delegated authority.
- Support the Assistant Director of People Business Partnering to deliver the financial outcomes assigned to the people team and wider Trust.

### **HUMAN RESOURCES**

- Responsible for the delivery of a comprehensive range of HR services across the whole Trust, to enable the delivery of significant workforce transformation programmes.
- Role model a culture of learning and development to enable all team members to develop their skills and experience to thrive and excel with confidence.
- Identify and work with all appropriate staff across organisational boundaries.
- Build a culture of trust within the team and support all staff to ensure their contribution is valued.
- Be responsible for managing and supporting performance in line with management best practice and Trust policies, such as capability, appraisal, learning etc.

### **INFORMATION RESOURCES**

- Oversee and manage the data and information gathering process to initiate and monitor programmes and their component projects including producing and regularly updating programme plans.
- Regularly use software to create reports using formulae, analysing and theming quantitative and qualitative information to inform decision making.
- Provide regular Checkpoint, Highlight Reports, Exception reports and quality assessments to the Programme Boards and other relevant committees.
- Ensure information relating to project activities is stored appropriately in line with Trust governance expectations and is consistent across the team.

### **RESEARCH AND DEVELOPMENT**

- Regularly design and undertake surveys, audits, and / or research to support monitoring and implementation of service change.
- Develop and establish robust monitoring and evaluation systems for measuring the impact and outcomes of service change.

### **PHYSICAL SKILLS**

- Possess standard keyboard skills.
- Be proficient in the use of Microsoft Office (PowerPoint, Word, Excel, Outlook & Teams).
- Requirement to travel to other sites as required.

## PHYSICAL EFFORT

- Carry out tasks involving a mixture of sitting, standing and walking.

## MENTAL EFFORT

- Frequent requirement for prolonged concentration and occasional intense concentration, whilst undertaking data analysis; producing statistical reports requiring formulae; reviewing reports and business cases; chairing or participating in meetings.
- The ability to maintain high levels of concentration whilst being interrupted to resolve both technical questions and HR problems.

## EMOTIONAL EFFORT

- Occasional distressing or emotional circumstances e.g. imparting unwelcome news, performance management or HR matters within the team.
- Attend and actively engage in senior team meetings requiring sustained concentration and participation.

## WORKING CONDITIONS

- Office conditions where exposure to unpleasant conditions is rare.
- VDU use (> 1 hour daily).

## OTHER RESPONSIBILITIES

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute to and work within a safe working environment

You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection

As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

You must also take responsibility for your workplace health and wellbeing:

- When required, gain support from Occupational Health, Human Resources or other sources.
- Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
- Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you.
- Undertake a Display Screen Equipment assessment (DSE) if appropriate to role.

## GENERAL

This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

At the Royal Devon, we are committed to reducing our carbon emissions and minimising the impact of healthcare on the environment, as outlined in our Green Plan available on our website. We actively promote sustainable practices and encourage colleagues to explore and implement greener ways of working within their roles.

# PERSON SPECIFICATION

<b>Job Title</b>	Senior HR Programme Manager
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Requirements	Essential	Desirable
<b>QUALIFICATIONS / SPECIAL TRAINING</b>		
Masters degree in a relevant subject or extensive equivalent experience	X	
Professional qualification at post-graduate level or equivalent experience	X	
Prince 2 Practitioner (or equivalent experience)	X	
Managing Successful Programmes (MSP) (or equivalent experience)	X	
<b>KNOWLEDGE/SKILLS</b>		
Highly developed knowledge of Programme Management	X	
Innovative, able to problem solve and make decisions	X	
Working knowledge of digital strategies and complex business system solutions within the NHS	X	
Knowledge of business change techniques such as business process re-engineering and benefits identification, modelling and management techniques	X	
Well-developed analytical and problem-solving skills, ability to analyse wide range of data including performance data, service redesign and identification of areas for service improvement	X	
Ability to analyse/interpret a range of highly complex data in order to define, control and manage the programmes	X	
Highly effective interpersonal, communication and people skills	X	
Strong organisational skills	X	
Ability to drive capability development across the team and wider organisation	X	
Excellent people management skills including ability to influence and engage non reporting lines	X	
Advanced IT skills across all MS Office Applications	X	
Expert presenter using technology and effective communication techniques to present to staff across the organisation	X	
Expert in Programme and Project management methodologies (Prince 2 and MSP)	X	
Excellent knowledge of quality management systems	X	
Excellent knowledge of budget management and financial planning	X	
Excellent written and verbal skills, as well as presentation, facilitation and training skills	X	
<b>EXPERIENCE</b>		
Knowledge and experience of embedding a culture of continuous improvement in projects	X	
Experience in programme management and programme-based change management activities	X	
Experience of applying benefits realisation methodologies to deliver programme objectives and evaluate programme outcomes	X	
Experience of leading and delivering projects/programmes in a healthcare environment or similar government/ public sector environment	X	
Experience of complex risk management frameworks and managing risks	X	
Experience and subject expertise in programme management and	X	

quality improvement		
Experience of successfully developing proposals that require multi-(internal/external) stakeholder support	X	
Demonstrable experience budget management and financial planning	X	
Demonstrable experience in delivering training and presentations	X	
<b>PERSONAL ATTRIBUTES</b>		
Exceptional stakeholder management skills	X	
Ability to influence and negotiate across a range of professionals / organisations	X	
Highly developed motivational skills to encourage collaborative working to improve services where there may be resistance to change	X	
Ability to act autonomously in predicting and responding to problems to ensure mitigation of risk	X	
Be able to organise workload and manage outcomes to meet planned project objectives	X	
Knowledge and confidence to challenge and ability to negotiate successful outcomes avoiding conflict	X	
Flexible approach to work	X	
Ability to make things happen and to deliver on the most challenging of issues	X	
Commitment to public service values	X	
<b>OTHER REQUIREMENTS</b>		
The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust	X	
Ability to travel to other locations as required	X	

WORKING CONDITIONS/HAZARDS		FREQUENCY (Rare/ Occasional/ Moderate/ Frequent)			
		R	O	M	F
<b>Hazards/ Risks requiring Immunisation Screening</b>					
Laboratory specimens	N				
Contact with patients	N				
Exposure Prone Procedures	N				
Blood/body fluids	N				
<b>Hazard/Risks requiring Respiratory Health Surveillance</b>					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
<b>Risks requiring Other Health Surveillance</b>					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s2)	N				
<b>Other General Hazards/ Risks</b>					
VDU use (> 1 hour daily)	Y				x
Heavy manual handling (>10kg)	Y	x			
Driving	N				
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	Y	x			
Mental Effort	Y				x
Emotional Effort	Y				x
Working in isolation	Y		x		
Challenging behaviour	Y		x		