

JOB DESCRIPTION

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| **JOB DETAILS** | |
| **Job Title** | Head of Temporary Staffing |
| **Reports to** | Associate Director of People Services |
| **Band** | 8b |
| **Department/Directorate** | People Function |

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| **JOB PURPOSE** |
| To lead the delivery of a cost effective, safe and high quality complete temporary staffing service for the Trust providing leadership and support to the Trust’s temporary staffing team. The post holder will also lead on sourcing and negotiating supplier contracts ensuring value for money for the Trust as well as having responsibility for ensuring the volume of Trust temporary registrants continually increases. |
| **KEY WORKING RELATIONSHIPS** |
| Areas  of  Responsibility: Temporary Staffing  No. of Staff reporting to this role: 3    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.  This will include verbal, written and electronic media  Of particular importance are working relationships with:   |  |  | | --- | --- | | **Internal to the Trust** | **External to the Trust** | | * Chief People Officer, Site Directors of People * Associate Director of People Services & senior People leadership team * All People Teams and Temporary Staffing Team * Site Triumvirates (Directors of Nursing, Medical Directors, Directors of Operations) * Chief Financial Officer * Patient Care Group Directors * Clinical matrons * Head of Therapies * Associate Medical Directors * Administrative Service Managers * Clinical Site team * On-call management teams at all levels * My Care clinical teams | * ICS for Devon * Local and national Trusts * Local and National temporary staffing agencies and other providers such as the Frameworks, NHS Professionals and Liaison * NHSE * Rostering Provider Team * Regional and national Temporary Staffing Leads * Peninsula Medical School * NMC/GMC/HCPC | |

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| **ORGANISATIONAL CHART** |
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| **FREEDOM TO ACT** |
| * The post holder will have significant autonomy to undertake the responsibilities required of the role. As the expert in the area of temporary staffing (both clinical and non-clinical), the post holder will work autonomously and interpret legislation and information relating to the areas of responsibility, and will use this to advise the organisation on how best to achieve objectives in relation to temporary staffing. The post holder has freedom to initiate action within broad policies and will only seek advice in critical situations. * To work as a key member of the senior HR Leadership Team in both organisations. |
| **COMMUNICATION/RELATIONSHIP SKILLS** |
| * Develop and maintain an appropriate level of knowledge of the structures and functions for which temporary services are provided and build strong relationships with the senior management teams. This includes relationships across the ICS, HTE and Workforce Alliance frameworks and NHSE. * Highly developed leadership and influencing skills are required for this post, with the ability to enthuse, motivate and involve individuals and teams, and have them understand the Trust’s performance expectations. * Participate in the Chairing of the daily staffing meetings for the hospital to provide expert leadership on temporary staffing solutions using persuasion and reassurance when deciding appropriate bank and agency coverage and maintain oversight of operational pressures. * To influence relationships with third party agency suppliers to reach safe and appropriate fill levels at the best cost often involving strong negotiation and persuasion. * To communicate highly complex and contentious information relating to temporary staffing strategies, where there may be a barrier to understanding or significant challenge posed as to how results will be achieved and sustained. * The post holder will be required to communicate highly complex and contentious information in delivering information relating to temporary staffing strategies, where there may be a barrier to understanding or significant challenge posed as to how results will be achieved and sustained. * To lead by example to ensure that the temporary staffing service demonstrates commitment through its culture and actions, for all aspects of diversity in the population it serves and the staff who provide the services. * Highly developed influencing skills are required in handling sensitive and emotive discussions with bank workers, agency workers and all levels of management. This includes carrying out highly complex investigations. * To communicate and work with external temporary staffing providers (NHS Professionals, Liaison) to ensure effective management and delivery of contract with the Trust, ensuring assurance provided around services delivered, participate in quarterly Strategic Management meetings |
| **ANALYTICAL/JUDGEMENTAL SKILLS** |
| * Oversee the day-to-day operations of the temporary staffing service teams and partners, measuring performance through agreed Key Performance Indicators (KPI). * Ability to analyse complex problems, where the information may be multi-stranded or present conflicting information, and to develop practical and workable solutions to address them. Examples include:   + identify gaps and challenges early and recommend a range of temporary staffing solutions   + Reviewing bank and agency data to adjust plans and develop revised temporary staffing strategies   + Carry our regular benchmarking analysis with the wider ICS to ensure good collaboration and alignment   + Monitor Objectives/KPI/SLA compliance, reporting any discrepancies to the Associate Director of People Services   + Carry out highly complex HR investigations into conduct and performance issues raised and provide recommendations on necessary action.   + To manage and report any risk issues to the Lead Nurse for Safety and Patient Experience. Where necessary lead any investigations and follow up of clinical incidents and sharing lessons learnt as appropriate. This may require the individual to act as the lead investigator for a serious incident   + Work with external providers to ensure appropriate management, follow up and sharing of information where incidents, complaints occur * To use expert analytical and judgement skills to approach unpredictable work and changing circumstances across the hospital, continually re-evaluating and assessing temporary staffing needs. * Ability to analyse complex problems and to develop practical and workable solutions to address them. |
| **PLANNING/ORGANISATIONAL SKILLS** |
| * To lead the planning and operationalisation of the reduction in the use of external agency usage for all workforce groups across the Trust. Liaising with very senior managers, NHSE and agencies on highly contentious and sensitive data pertaining to off framework usage. * As the lead, the post holder will be required to formulate long-term, strategic plans in respect of temporary staffing, which will respond to the needs of the business impacting across the range of staff groups across the organisation. * The post holder will take a lead on all recruitment, retention and talent acquisition activity to the bank to ensure numbers are sustainable and breadth of skills available for deployment where demand requires it. This will require the post holder to plan and organize a broad range of complex activities, with the requirement to adjust plans and strategies to achieve the necessary objective ie to ensure interview and selection processes are led by clinical experts aligned to the professional roles being recruited to. * Lead on integration of temporary staffing models into a Central Bank model and constantly review and evaluate the model and change and adapt as necessary. Working closely with senior management across all departments.   **Clinical and Professional standards:**   * To act as a role model in the leadership of clinical practice for all temporary staff, including signing off staff competencies where appropriate and working closely with clinical and non-clinical areas to develop said competencies. * To be the named person for the signing-off of revalidation for all registered clinical workers across the NMC and HCPC * To support temporary clinical staff in providing excellent, caring, compassionate and safe care for all patients across the Trust. * To support the delivery of safe care across the organisation by ensuring the provision of temporary staffing is adequate, safe and responsive. |
| **PATIENT/CLIENT CARE** |
| * Provides general advice, information and guidance directly to patients, relatives and carers. * To occasionally work in partnership with patients, carers and their family and other health care professionals in resolving formal and informal complaints pertaining to temporary staff. |
| **POLICY/SERVICE DEVELOPMENT** |
| * To develop policies in regards to temporary staffing across the Trust. * To lead the assurance that robust clinical, managerial and financial governance processes are in place so that temporary staff are deployed and managed in a safe, effective and consistent manner. * To use recognised project management tools and techniques to lead on the creation, monitoring and delivery of plans for improvement, including project plans, programme board highlight reports and key performance indicators. * To lead, implement and monitor service development projects pertaining to temporary staffing across both organisations. To lead on and interpret national guidance, best practice and research relevant to lead the service development ensuring continuous improvement and modernisation. * Lead on, develop and implement innovative and effective systems and procedures to ensure that the temporary staffing service is customer-orientated, providing a centre of excellence for customers. * Develop the Trust’s temporary staffing service infrastructure to improve the numbers, quality and skill levels of bank staff especially in ‘hard to recruit’ skill sets. * Liaise closely with all levels of management across all functions regarding planned systems and service developments. |
| **FINANCIAL/PHYSICAL RESOURCES** |
| * To contribute to the achievement of the Trust’s objectives, financial targets by procuring competitive agency services for the supply of Trust’s temporary workforce. * To reduce Trust’s use of non-framework agencies and cap rate breaches * To have management responsibility for the financial performance of temporary staffing. Anticipate the financial implications associated with the operational performance of the temporary staffing service ensuring that business risks are identified, documented, controlled and mitigated. * As the budget holder for the temporary staffing service, the post holder will adhere to the Trust’s Standing Orders and Standing Financial instructions, in line with the annual financial plan, taking any remedial action which may be necessary to ensure delivery of financial targets. |
| **HUMAN RESOURCES** |
| * As the lead, the post holder is responsible for the management of a significant part of the HR function across the organisation. * The post holder will take responsibility for a diverse team of staff and workers and maintain good staff/worker relationships and morale amongst the staff/workers reporting to them. Will proactively ensure the health and wellbeing of the Temporary Staffing Team. * Deliver training and staff development courses across all direct reports and teams to ensure good quality customer service, agency knowledge and temporary staffing approaches. * Delegate appropriate responsibility and authority to the level of staff within their control consistent with effective decision making whilst retaining responsibility and accountability for results. * Promote the Trusts policy on equality of opportunity through own actions and ensure that policy is adhered to by staff for which the post holder has responsibility   **Ownership for Temporary Workforce**  To take overall responsibility for:   * + Ensuring a safe environment conducive to peak performance of all temporary staff   + Appropriate incident reporting, subsequent investigation and remedial actions   + Promoting best practice in health and wellbeing, safety and security * Implementing and monitoring any action plans in relation to the above. Appropriate appraisals are undertaken * All mandatory training is undertaken and recorded * Study leave is monitored and regulated to ensure consistency and equality * All staff are competent in the use of the Trust’s rostering systems * Temporary workers are aware of and able to locate all policies relating to good working practice within their clinical areas. * To be responsible for developing own skills and knowledge and contribute to the development of others. |
| **INFORMATION RESOURCES** |
| * The post holder will be responsible for the operation of the Trust’s temporary staffing systems (Bank Staff system (via Allocate), NHSP and TempRE (via Liaison) at service level (major job responsibility). * Provide system support with expert knowledge about bank processes * Lead on ensuring the required Bank Staff module’s infrastructure is in place and utilised to optimum levels to support the delivery of services across the wider organisation. This will require close working with system providers to review use of the system functionality to the highest percentage levels maximising all elements available such as self-billing, agency tiering, setting security levels and managing enhanced pay shifts. * Produce monthly reports that feed into the Board papers and other papers for senior/executive team to inform decision and or status. * Drive a culture of process improvement, a tight focus on data integrity and an excellent service to Trust customers. * Work closely with external organisations (NHSP, Liaison) in the use of their systems and act as a conduit between them and workforce to highlight and escalate any system issues for prompt resolution to prevent service impact |
| **RESEARCH AND DEVELOPMENT** |
| * Lead on making entries on the Trust’s Risk Register and implementing required actions. * Lead on reviewing the service for business resilience. * Act as a lead in all audits relating to the area of work (regular need to undertake audit activity), both internal and external, ensuring that direct reports are aware of outcome of audit and any required changes to process/procedure. * Execute and monitor all internal controls, ensuring effective/efficient activities that support set objectives while adhering to applicable laws, regulations, policies and procedures. * Lead on development of corporate and integrated governance processes to ensure its compliance with public sector values and codes of conduct, operations and accountability. |
| **PHYSICAL SKILLS** |
| Standard keyboard skills are required for this role |
| **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 (DES) if appropriate to role. |
| **APPLICABLE TO MANAGERS ONLY** |
| Leading the team effectively and supporting their wellbeing by:   * Championing health and wellbeing. * Encouraging and support staff engagement in delivery of the service. * Encouraging staff to comment on development and delivery of the service. * Ensuring during 1:1’s / supervision with employees you always check how they are. |
| **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. |

PERSON SPECIFICATION

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| **Job Title** | Head of Temporary Staffing |

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| **Requirements** | **Essential** | **Desirable** |
| **QUALIFICATION/ SPECIAL TRAINING**  Educated to Master’s Degree level, equivalent professional qualification or equivalent recognisable experience.  Management/Leadership qualification or demonstrated training and level of experience  Clinical registration with relevant professional body (NMC or HCPC) | X  X  X |  |
| **KNOWLEDGE/SKILLS**  Broad knowledge of AfC Terms & Conditions of Service  Knowledge and experience of Temporary Staffing e-systems (rostering, bookings and financial) | X  X |  |
| **EXPERIENCE**  A proven track record of working as a senior manager in a large complex acute hospital environment, including staff management and their health & wellbeing, financial management, performance management and change management  Demonstrable previous success in supporting and delivering large-scale change and performance with and through operational teams, by engaging them in the strategic direction and delivery plans, establishing clear work priorities with them, delegating effectively, ensuring a capability to deliver, monitor performance and give feedback.  Proven ability to analyse highly complex problems and to develop and successfully implement practical and workable solutions to address them.  Ability to think and plan strategically, tactically and creatively, and to prioritise work programs in the face of competing demands.  A strong sense of personal and team accountability coupled to a clear understanding of the boundaries around delegated authority.  Ability to collaborate constructively with internal and external partners to create the conditions for successful partnership working.  Ability to work at senior level, liaising with members of the board of directors, governors and members of the public  Experience of providing advice for complex staffing issues  Experience of producing and presenting management and board level data  Experience of managing and negotiating with external suppliers, agencies and contracts to meet demanding deadlines and budgeted cost pressures  Experience and ability to managing budgets  Experience of developing service KPIs  Experience of writing business cases, bids for tendering purposes | X  X  X  X  X  X  X  X  X  X  X  X | X |
| **PERSONAL ATTRIBUTES**  Ability to be intellectually flexible and to look beyond existing structures, ways of working, boundaries and organisations to produce more effective and innovative service delivery and partnerships  Sound political judgement and astuteness in understanding and working with complex policy, and diverse interest groups.  A commitment to improving services through an ability to sustain a clear performance focus on achieving demanding goals  Passionate about customer service and delivery and the ability to exceed customer expectations | X  X  X  X |  |
| **OTHER REQUIREMENTS**  The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust.  Ability to use own initiatives and solution focused  Positive and proactive attitude to work with the ability to work to  tight deadlines  Self-starter with a capacity to multi task in a lively and demanding environment  Ability to travel to other locations as required. | X  X  X  X  X |  |

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|  | | **FREQUENCY**  **(Rare/ Occasional/ Moderate/ Frequent)** | | | |
| **WORKING CONDITIONS/HAZARDS** | | **R** | **O** | **M** | **F** |
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| **Hazards/ Risks requiring Immunisation Screening** | |  |  |  |  |
| Laboratory specimens | N |  |  |  |  |
| Contact with patients | N |  |  |  |  |
| Exposure Prone Procedures | N |  |  |  |  |
| Blood/body fluids | N |  |  |  |  |
| Laboratory specimens | N |  |  |  |  |
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| **Hazard/Risks requiring Respiratory Health Surveillance** |  |  |  |  |  |
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| 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 |  |  |  |  |
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| **Risks requiring Other Health Surveillance** | |  |  |  |  |
| 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 |  |  |  |  |
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| **Other General Hazards/ Risks** | |  |  |  |  |
| VDU use ( > 1 hour daily) | Y |  |  |  | X |
| Heavy manual handling (>10kg) | N |  |  |  |  |
| Driving | Y |  | X |  |  |
| Food handling | N |  |  |  |  |
| Night working | N |  |  |  |  |
| Electrical work | N |  |  |  |  |
| Physical Effort | N |  |  |  |  |
| Mental Effort | Y |  |  |  | X |
| Emotional Effort | Y |  |  |  | X |
| Working in isolation | N |  |  |  |  |
| Challenging behaviour | Y |  |  | X |  |