NHS Tayside has now considered your request dated 26 June 2019.

Extract from Request

“I would be obliged if you could send me a current operational HR advisor job description detailing the banding and if there is an operational senior HR advisor role job description and the banding as well. I would be grateful if you could send me the HR structure.”

Response

Please find appended below job descriptions for HR Business Adviser (Band 6), HR Lead (Band 8a) and HR structure.


<table>
<thead>
<tr>
<th>Document Ref.</th>
<th>FOISA Exemption Applied</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>IGTFOISA6451</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>
Under section 20 (1) of the Act, if you are dissatisfied with the way NHS Tayside has dealt with your request, you have a right to request a review of our actions and decisions in relation to your request, and you have a right to appeal to the Scottish Information Commission.

A request for an internal review must be made in writing no later than forty working days from receipt of this response and sent to:

Head of Information Governance
Maryfield House (South)
30 Mains Loans
Dundee
DD4 7BT

Or by email to informationgovernance.tayside@nhs.net

If you are not content with the outcome of the internal review, you have the right to apply directly to the Scottish Information Commissioner for a decision. The Scottish Information Commissioner can be contacted at:

Scottish Information Commissioner
Kimburn Castle
Doubledykes Road
St Andrews, Fife
KY16 9DS

Or via the online appeal service: www.it'spublicknowledge.info/Appeal

If you have any queries about this correspondence, please contact:

Information Governance Team
Maryfield House
30 Mains Loan
Dundee
DD4 7BT

Telephone - 01382 424413
E-mail: informationgovernance.tayside@nhs.net

Information Governance
NHS Tayside
03 July 2019
1. **JOB IDENTIFICATION**

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Human Resources Business Adviser</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department(s)/Location</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Number of job holders</td>
<td>15</td>
</tr>
</tbody>
</table>

2. **JOB PURPOSE**

Work with Directorates/CHP/Corporate Service Managers to provide a professional business-focused HR Service which meets Board and Directorate/CHP objectives, thereby contributing to continuous improvement in people management practice.

Under the general direction of the HR Business Lead, lead on specific projects/portfolios to deliver key elements of the Workforce Strategy.

It is essential to the development of the HR Service that the post holder is able to respond flexibly and positively to changes in the requirements of this post. The job description is therefore a guide to the level and range of responsibilities the post holder will be expected to undertake, however the key duties of this post may be altered from time to time to meet changing demands and service priorities.

3. **ORGANISATION CHART**

![Organisation Chart]

4. **SCOPE AND RANGE**

Provide a comprehensive HR Service to a number of departments within NHS Tayside. Each department varies in size and covers a wide geographical area including Dundee, Perth & Kinross and Angus.

Each HR Business Adviser carries a non clinical case load of employee related issues and using local policies, procedures and interpretation of changing employment law will ensure that each case is managed and the best outcome is reached for both employee, manager and NHS Tayside ensuring that limitation of risk is maintained, i.e. all routes are gone through prior to any changes in employment status which may result in Employment Tribunal Cases.
<table>
<thead>
<tr>
<th>5. MAIN DUTIES/RESPONSIBILITIES</th>
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</thead>
<tbody>
<tr>
<td><strong>Employee Relations</strong></td>
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</table>

To act as the focal point for managers on all operational HR issues. Provide detailed advice and guidance to managers on the interpretation of Board HR policies and procedures and employment legislation. Advise on all employee relations cases, up to and including appeal level.

Support service managers by providing professional advice and guidance to formal hearings. Attend disciplinary/ grievance hearings including appeal hearings and suspension meetings as and when required.

**Change Management**

Support the managers at all levels across NHS Tayside through service redesign, reconfiguration and ensuring the best practice in the process of handling change management issues ensuring a balance between the needs of the service and the needs of the staff.

This includes meeting with staff, managers and staff side representative (on a one to one and group/department basis) to discuss complex organisational change issues. In these circumstances which include redeployment, service change, ward closure/opening, individual role review with department restructuring – ward/hospital closure, integration between joint teams (i.e. NHS/Local Authority/Voluntary orgs), staff can be resistant to change.

**Workforce Planning & Resourcing**

Support the development of workforce plans in local areas of responsibility. Support and advise managers in the implementation of workforce modernisation, involving new ways of working, role design and improved performance management systems, that are patient focused and support improved service delivery.

Work closely with the Resourcing and Redeployment teams to ensure the delivery of an efficient transactional recruitment service and to ensure best fit between staff displaced/at risk and available vacancies.

Monitor the effectiveness of recruitment and selection in designated areas of responsibility and support managers to identify and implement appropriate solutions to support the business and implementation of workforce plans.

**Workforce Performance**

In conjunction with the Workforce Information Department ensure the effective provision of accurate and timely workforce data and support managers to interpret and analyse data to enable productivity.

In line with the organisational policy monitor designated Directorate/ CHP/ Corporate Department sickness/absence levels and support managers to take a proactive approach to the identification and management of attendance. Analyse and interpret attendance information to identify trends and recommend actions to managers to assist in the reduction of absence and associate bank and agency costs.
Coaching and Development

To use a coaching style to ensure managers are taking responsibility for and supported in the staff management aspect of their role.

Respond to training needs and develop, implement and deliver HR management development programmes for managers and staff within areas of responsibility. Regularly prepare and deliver training programmes and awareness sessions tailored to the needs of the local areas (up to 15 staff) and, less frequently, short information sessions to groups of up to 100 staff.

Deliver training and development programmes and briefing/update sessions about HR policy and best practice to managers at all levels in the organisation to provide the necessary skills and competence for managers to fulfill their responsibilities for effective management of staff.

To provide individual coaching, mentoring and support to managers in order to improve employee relations practice and support the development of a high performing workforce.

HR Practice

Be a champion of best practice for HR and contribute to business decisions to ensure effective management and utilisation of staff.

Act as lead/ or HR member of working groups to develop new, review and update HR Policies, including the research of best practice and development of the HR microsite.

Partnership Working

Support the implementation of robust processes for engaging with the trade union/staff organisation and the engagement of staff. Support negotiation and consultation processes with managers at various forums, as appropriate. Develop positive working relationships with internal/external partners e.g. local authority, voluntary sector.

Corporate Duties

Support the implementation of a board HR strategy, e.g. policy development, employee engagement, eEES.

Support the reward and recognition agenda by providing advice on all aspects of job evaluation and participate in the evaluation process.

Promote diversity and equality of opportunity, and support managers to ensure that policy and practice is applied consistently, fairly and without discrimination.

Deputise for the HR Business Lead as required.

6. COMMUNICATIONS AND RELATIONSHIPS

The skills required to communicate effectively must be exceptionally well developed and is essential to the success of this post.

The post holder will be required to:

- Communicate with employees and management with regard to Employee Relations issues. These issues can often be highly contentious and emotionally charged e.g.
organisational change, ill health, redeployment and disciplinary/employee conduct procedures. When dealing with such sensitive issues, the post holder will be required to employ highly developed communication skills, demonstrating empathy, tact and diplomacy in situations where there can be barriers to understanding.

- Liaise with internal departments such as Pay Office, Occupational Health to provide the best service to employees
- Support partnership working wherever possible by establishing links with trade union representatives
- Liaise with external agencies to obtain further advice and guidance on complex cases e.g. Central Legal Office, Scottish Public Pensions Agency, Employment Disability Unit.
- Work with Local Authorities and other agencies as part of Health and Social Care Integration agenda, as required.
- Deliver presentations, training sessions, policy awareness sessions to group of around 15 staff, and less frequently short information sessions to groups of 100 staff.

7. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

Qualification and Experience:

- Educated to degree level.
- Chartered or Associate member of the Chartered Institute of Personnel and Development (CIPD) following successful completion or postgraduate diploma (or equivalent level of experience)
- Three years practical experience of an HR role with exposure to Employee Relations, Change Management, Partnership Working, Recruitment and Selection or Training and Development.
- Experience of working within a complex and highly unionised environment.
- Coaching and mentoring skills required to enable staff to maximise potential service delivery.

Knowledge

- Have awareness and understanding of national targets and local corporate objectives to ensure local alignment to national objectives
- Good knowledge, expertise and understanding of the application of UK and EU employment law.
- Professional knowledge of best practice in all areas of HR.
- Understanding of the application of Information Technology
- Continuing professional development gained through attendance at HR events, specialist training, and employment law seminars.

Personal Attributes

- Excellent interpersonal skills including the ability to build effective professional relationships with senior clinicians, managers, colleagues, staff and staff side representatives.
- Enthusiastic and proactive approach to service provision
- Strong customer focus
- Potential to quickly assume responsibility
- Work as part of a team, supporting less experienced HR Business Advisers i.e. informal supervision/mentoring/work shadowing
- Good leadership skills.
8. SYSTEMS AND EQUIPMENT

- The post holder is required to use a computer on a daily basis, using software packages such as Microsoft Excel, Microsoft Word, Microsoft PowerPoint, Microsoft Calendar, Emails.
- The post holder will often keep notes of meetings to be agreed by participants, for generation of written correspondence which will be referred to in internal hearings and employment tribunal hearings.
- Use of software system for human resource enquiries, analysis of Sickness Management and information systems, which generate statistical data used for internal/external auditing and planning purposes i.e. Audit Scotland
- Use of Microsoft PowerPoint to develop the required training materials for formal presentations.
- Use of Excel to record types of meetings undertaken, to allow corporate reporting of levels of activity
- Authorised signatory for payroll documentation i.e. terminations and contractual changes

Responsibility for Records Management

All records created in the course of the business of NHS Tayside are corporate records and are public records under the terms of the Public Records (Scotland) Act 1937. This includes email messages and other electronic records. It is your responsibility to ensure that you keep appropriate records of your work in NHS Tayside and manage those records in keeping with the NHS Tayside Records Management Policy and with any guidance produced by NHS Tayside specific to your employment.

9. PHYSICAL DEMANDS OF THE JOB

Physical Skills

- There is a regular requirement to use a PC when office based for email, report writing and other activities, requiring standard keyboard skills.

Physical Effort

- On a daily basis, the post holder will sit at their desk inputting information or answering queries by telephone, or will be sitting in meetings, occasionally lasting up to 6 hours.
- Travel between sites (journeys of up to 1 Hour).
- Standing/bending while locating files and walking between clinical and non-clinical areas for arranged meetings, duration of which could be from 0-15 minutes.
- Occasional requirement to transport equipment for training i.e. laptop, projector, folders.

Mental Effort

- Need to adapt to different personalities within very short periods of time and adapt thinking processes/responses accordingly – frequently
- Requires considerable mental effort to manage all different facets of this job – regularly
- Driving frequently across Tayside to attend meetings within designated remit, often to several different bases each day in varying weather conditions and traffic levels – frequently.
- The post holder has to be adaptable and have the ability to change planned work if there is an unexpected human resource problem or issue which required their immediate
involvement e.g. suspension, gross misconduct issues.

- On a daily basis, receive queries via telephone and e-mail which may require an immediate response
- On a daily basis, prolonged-intense concentration will be required when writing reports and letters confirming details of meetings involving complex issues.
- A high level of concentration is also required during meetings at which the post holder will be required to actively participate in e.g. disciplinary and grievance hearings. These hearings can last up to 6 hours averaging 2-3 per week.
- On occasions the post holder will be expected to participate in Employment Tribunal Hearing.
- Prolonged and intense concentration while analysing workforce data.

**Emotional Effort**

- On a daily basis, the post holder will attend meetings to investigate matters relating to ill health, absence from work, discipline and grievance and will have the skill and ability to facilitate, control and deal with staff and managers in highly contentious settings where there has been a breakdown in communication or relationships where there is the potential for staff at times to be verbally aggressive.
- On occasion, the post holder will be required to meet with employees to discuss ill health retiral, redeployment or termination, in some cases, the employee may be terminally ill. The post holder will also be required to meet with the bereaved families of employees to discuss pension issues.

**Working Conditions**

- Sitting at computer and workstation – daily
- Travelling in adverse conditions i.e. bad weather, traffic congestion, rural roads etc – regularly

10. **DECISIONS AND JUDGEMENTS**

The postholder will be expected to exercise a high level of autonomy in resolving HR challenges and will be expected to be proactive and prioritise their own workload.

Supervision is available from the HR Lead and appraisal takes place annually.

The postholder is required to interpret employment legislation/ case law and advise managers accordingly when dealing with complex issues and sensitive situations, for example termination of employment in disciplinary or ill health situations.

As the Employee Relations contact within the area of responsibility, the postholder will provide specialist advice to managers and staff on a wide range of HR issues including, allegations of bullying or harassment, disciplinary issues and organisational change issues arising from reorganisation, or site closure/ retraction.

The postholder will be required to make judgements on complex cases which often require to be taken forward on an individual basis, considering conflicting or incomplete information, to ensure that fair, consistent and transparent decisions are made.
11. MOST CHALLENGING/ DIFFICULT PARTS OF THE JOB

Due to the unpredictable nature of this role the postholder must have the ability to be reactive to any situation they are faced with. This will require the use of their HR skills to act independently within appropriate occupational guidelines, policies, procedures and employment legislation.

The postholder must ensure that the most professional and appropriate methods are used to support colleagues, employees and relatives and their managers in times of emotional stress, i.e. change management, misconduct, disciplinary, death in service. The decisions that are made may have serious implications, including financial loss for the employee and the organisation and risk to the employee of depression or self harm, therefore it is essential to act in a way that will reduce the risks that may arise from taking such action.

12. JOB DESCRIPTION AGREEMENT

<table>
<thead>
<tr>
<th>Job Holder’s Signature:</th>
<th>Date:</th>
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<table>
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<tr>
<th>Head of Department’s Signature:</th>
<th>Date:</th>
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JD Received 03/02/17
Substantive Banding to Christopher Smith
NHS TAYSIDE – AGENDA FOR CHANGE
JOB DESCRIPTION

1. JOB IDENTIFICATION

<table>
<thead>
<tr>
<th>Job Title</th>
<th>HR Manager</th>
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<tbody>
<tr>
<td>Department(s)/Location</td>
<td>Human Resources Directorate</td>
</tr>
<tr>
<td>Number of job holders</td>
<td>04</td>
</tr>
</tbody>
</table>

2. JOB PURPOSE

To provide effective leadership and management of a large HR function ensuring the provision of a high quality professional HR service to NHS Tayside. Plan and implement HR strategies which support the goals and business plans of NHS Tayside. The provision of efficient and effective HR direction and support at all levels.

Undertake ad hoc projects and initiatives as required by the HR Director/Associate Director of Human Resources. Deputise for the Head of HR as required.

Promote a culture of continuous service improvement.

3. ORGANISATIONAL POSITION

```
Head of Acute HR / Dundee CHP / Health Board (1 wte)

Human Resources Manager (4.6 wte)

Senior HR Advisers (10 wte)
```
4. SCOPE AND RANGE

- The Acute Services, Dundee CHP / Board HQ Human Resources Function, from bases in Dundee and Perth, provides a comprehensive range of HR services to approx. 11500 employees, covering locations across Angus, Dundee, Perth and Kinross. The services include workforce planning, HR strategy/policy and protocol implementation, service redesign, policy guidance, recruitment and selection, employee relations, and medical staffing. HR Teams are responsible for delivering a comprehensive HR service to the following areas across NHS Tayside:

- Acute Medicine and Surgery (including Intensive Care and Theatres), Maternity Services, Allied Health Professionals, Child Health, Laboratory Services, A & E, TORT, Dental Hospital and School, Operations, Pharmacy, Corporate Services.

- Dundee Community Health Partnership includes a range of operational departments and clinical groups. Services covered include community and hospital based nursing, Clinical Governance, Health Visitors, Strategy and Performance, Pharmacy, Clinical Development and Allied Health Professions.


- The division also works in partnership with Dundee University, and the East of Scotland Deanery, which have responsibility for medical and dental staff education and training.
5. **MAIN DUTIES/RESPONSIBILITIES** as a general point there is quite a few main duties. This might tend to make the post feel more task orientated than it is.

To provide HR leadership across NHS Tayside supporting corporate objectives ensuring effective Service delivery in a complex, fast moving environment.

1. Developing effective relationships with colleagues in the wider Multi-professional Workforce to influence the development of a culture which encompasses the values of Staff Governance whilst supporting Clinical and Financial Governance requirements.

2. As a full member of Clinical and Operational Directorate management teams, provide guidance and direction on HR implications associated with achieving national and local objectives including achieving Heat Targets, waiting times initiatives, saving plans, management of work related stress and service redesign.

3. To develop, review and support the process of managing Doctors in Difficulty to ensure effective arrangements are in place and that cases are appropriately managed to address the needs of the individual doctor whilst managing the risk of litigation to the Organisation.

4. Responsible for actions within all stages of grievance, discipline, appraisal, PDR policies including preparation for Employment Tribunal cases

5. Ensure processes are in place to develop performance and effective monitoring arrangements for processes including absence management, grievance and discipline. This will include working closely with the HR Information Team to review and monitor and the development of information tools.

6. To utilize influencing skills to develop and maintain relationships across the organisation and partner agencies which encourage an exemplary employee relations environment, essential to the delivery of organisational objectives. Acting as a confidante for Senior Staff and provision of informal counseling in response to sensitive, controversial and often personal issues.

7. Responsible for job evaluation and appraisal processes that fall under Agenda for Change process; ensuring that it is credible through proper analysis and evaluation of job information that determine appropriate grades (job evaluation)

8. To identify and address Staff Governance issues ensuring compliance with Standards, including leading HR initiatives, which support the delivery of Staff Governance Standards.

9. To identify and act upon opportunities to make planned progression towards achieving strategic and operational objectives.

10. To identify and evaluate risk associated with decisions and actions and thereafter make decisions and provide advice (often within a very short time span), on specific topics involving research and identifying best practice using innovative solutions.

11. To ensure appropriate risk processes are in place and where necessary escalate to the Head of HR.

12. To work with clinical/operational teams to identify and influence factors essential to delivery of objectives, both organizational and directorate.
13. To lead and support partnership, working to maintain an open, positive employee relations climate in accordance with Divisional and organizational plans.

14. To lead, manage and develop pay modernization initiatives in accordance with Tayside-wide plans ensuring the management of effective resolution of issues, which arise.

15. To identify and promote opportunities to involve and empower staff to deliver change.

16. Deputise as required for the Head of HR in all aspects of the service, including attendance at Divisional Committee, Executive Team meetings, Senior Heads Committee and CHP Committee

17. To advise on the application of formal processes, such as appeals procedures and to act thereafter if required at public hearings such as Employment Tribunals.

18. To critically analyse and utilise statistical information to identify potential problem areas and liaise with clinical/operational teams to develop and implement strategies to address these issues.

19. To lead complex negotiations with staff/staff representatives, to secure the delivery of service developments.

Planning & Organisational Skills

1. To undertake long term HR strategic plans that link with and support business plans that may impact across NHS Tayside.

2. To plan and organise the implementation and development of various HR strategies at Directorate level. Responsible for taking the lead role within the HR directorate on specific projects which impact across the organisation. Plan and implement change management strategies across services.

3. Ensure that organisational objectives are achieved by ensuring resource allocation is in line with planned activities, and monitoring fluctuations in work load within teams to ensure that deadlines are met, taking a flexible approach to activities, to reprioritise regularly, allocating and delegating as appropriate

4. Promoting a culture of collaborative, flexible cross-team working and commitment to delivering outcomes.

5. The post holder will also be required to lead specific work streams and projects and produce written reports to a high standard.
Responsibility for Policy/Service Development

1. Undertake various projects as directed by the HR Director/Associate Director of HR, these projects may vary from time to time but currently include:
   - Reviewing the employment legislation for Discipline, Grievance and Sickness Absence Management and responsible for implementing policies and procedures in line with legislation.
   - Work collaboratively with other organizations including Local Authorities in the development of joint ways of working.

20. To take the lead in relation to staffing implications ensuring adherence to national guidelines and legislative requirements.

21. To identify development requirements in relation to HR issues and where appropriate develop, lead and deliver training sessions/events.

Responsibility for Human Resource

1. Management of a substantial part of the HR function across NHS Tayside (You may need to define what this means in terms performance management, recruitment, absence, discipline in order to be clear if this is day to day management or full line management.)

2. Promoting effective working relationships with the HR Directorate to ensure effective cross cover and appropriate working arrangements are in place.

3. Regularly reviewing the performance of the teams ensuring that they are appropriately developed in order to support the HR Strategic Agenda.

4. Responsible for the effective management and development of Operations Teams. Ensuring that there is a culture of change and responsiveness that encourages creativity, innovation and value for money solutions

5. To manage, and provide leadership to the employee relations’ team (10 WTE Senior HR Advisers) setting direction, providing support and identifying and addressing development needs.
6. COMMUNICATIONS AND RELATIONSHIPS

The skills required to communicate effectively must be exceptionally well developed and is essential to the success of this post. In order to achieve results the post holder would be expected to have significant daily liaison with Directors, Senior Manager, Clinicians, Heads of Service to influence and persuade to act appropriately and in accordance with national frameworks and legislative guidelines. In addition daily liaison with local and full-time Trade Union and professional counsel officials is necessary.

As part of partnership working facilitate change, maintain good employee relations and work through sensitive and contentious issues to ensure service delivery. It will also be necessary to deliver strategic information with staff at all levels of the organization which is understood and accepted. This can be delivered to either individuals or large groups where there may be significant resistance to change e.g. service redesign, hospital/ward closures all of which could have and impact on the delivery of service.

External communication is also required with the following agencies:

- Police
- Central Legal Office
- SPPA
- Universities
- Counter Fraud Service
- Employment Disability Unit
- Professional Councils e.g. BMA, NMC, GMC HPC
- Government Agencies
- Lawyers

The post holder is also required to compile and deliver courses and give presentations on HR strategic issues.
7. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

- Post holder must be educated to degree level.
- Post requires Corporate Membership of the Chartered Institute of Personnel and Development or equivalent postgraduate qualification/experience
- Post holder is required to have highly specialist knowledge in Employee Relations and in the application of UK and EU Employment Law maintained through ongoing updating at specialist courses.
- The post requires the post holder to develop further specialist knowledge acquired through additional training and development equivalent to master’s level or through attainment of MSc in Human Resources.
- A minimum of 5 years experience in a professional HR role including managing people, within a large complex organisation.
- Post holder requires IT, Numeracy and excellent written and verbal skills
- A requirement to undertake continuous professional development in order to maintain required level of skill/specialist knowledge
- The organisation has identified, within the ‘NHS Leadership Qualities Framework’, the leadership qualities required for managers working within the NHS. An example of the competencies managers are required to demonstrate for this post are;

1) Setting Direction

- Political Astuteness; Understanding and influencing the climate and culture within a fast flowing environment
- Intellectual Flexibility; Demonstrate the ability to switch between significant detail and strategic context in order to facilitate change

2) Delivering the Service

- Leading Change through people; Enabling teams to work effectively together helping to unblock obstacles and taking care of teams and individuals within them.
- Communicating the vision and rationale for change and modernisation, and engaging and facilitating others to work collaboratively to achieve real change

3) Personal Qualities

- Personal Integrity; A strongly held sense of commitment to openness, honesty, inclusiveness and high standards in undertaking the leadership role
- Being able to cope with an increasingly complex environment with the blurring of original boundaries and requirement to work in Partnership
8. SYSTEMS AND EQUIPMENT

- The post holder is required to use a computer on a daily basis, using software packages such as Microsoft Word, Excel, Word, PowerPoint, Calendar, e-mail etc.
- The post holder will often take notes of meetings for own use. Such file notes form the basis of evidence (for use by others within the organisation) in cases of appeals, and externally when presenting evidence at legal hearings, i.e. Tribunals, Criminal hearings.
- Use of software systems for human resource enquiries (SHURE), analysis of sickness management (SMIT), and information systems, which generate statistical data (Employment Tracker) used for internal/external auditing and planning purposes ie Audit Scotland.
- Microsoft PowerPoint to design and develop training materials for formal presentation.

9. PHYSICAL DEMANDS OF THE JOB

**Physical Skills**

- Keyboard Skills

**Physical Effort**

- On a daily basis, the post holder will sit at their desk inputting information on computer or answering queries by telephone, or will be sitting for long periods whilst attending meetings. Standing/bending while locating files, and walking between clinical and non-clinical areas for arranged meetings, duration of which could be from 0-15 minutes. Required to undertake duties to travel within Tayside 2/3 times weekly.

**Emotional Effort**

- On a daily basis, the post holder will attend meetings to discuss various HR issues e.g. complex investigatory hearings, discipline and grievance matters etc, where the employee or chosen representative can become very emotional and at times aggressive when formal action has been taken. Therefore requires de-escalation skills.

- As part of the role the post holder will require to have the skill and ability to facilitate, control, and deal with staff and managers in highly contentious settings where there has been a breakdown in communication or relationships where there is the potential for staff at times to be verbally aggressive (potentially on a daily basis).

- The post holder will be required to meet with employees to discuss ill health retirement, redundancy, redeployment or termination, and in some cases, the employee may be terminally ill. The post holder will also be required to meet with the bereaved families of employees (death in service) to discuss pension issues, complete widow/ers and/or dependents applications for pensions benefits.

**Mental Demands**

- The post holder has to be adaptable and have the ability to change planned work if there is an unexpected human resource problem or issue which requires their immediate involvement e.g. suspension, gross misconduct issues.
• On a daily basis, receive queries via telephone and e-mail which may require an immediate response

• On a daily basis, prolonged intense concentration will be required when writing reports and letters confirming details of meetings involving complex issues.

• Prolonged intense concentration is also required during meetings at which the post holder will be required to actively participate in e.g. disciplinary and grievance hearings. These hearings can routinely last for two hours but occasionally up to 7 hours on one day.

• Post holder may be required to attend public hearings, e.g. tribunal and court hearings, to act as the organisation’s witness, subject matter of which is always sensitive and therefore may be subject to aggressive questioning.

**Working Conditions**

• The post holder will generally work in an office environment but may occasionally be required to meet with staff in their home environment.

• On a daily basis, the post holder may be exposed to verbal aggression. The post holder may also be exposed to physical aggression, however this is a rare occurrence.
10. DECISIONS AND JUDGEMENTS

- Objectives are set by the Head of Acute Dundee CHP / Board HQ HR and Clinical/Operational Directorates and reviewed on a six monthly basis. Post will be autonomous in all aspects of work constrained only by National and organizational plans and budgets.

- The post holder would be expected to plan, implement and review HR services, protocols and systems as the need arises in response to service redesign and modernization e.g. Acute Balance of Care, Private/Public initiatives, single system delivery etc. Post is involved in analyzing and resolving complex HR issues in individual cases such as discipline, attendance management, bullying, the management of stress etc.

- The post holder will also provide guidance in relation to complex multi stranded cases, affecting larger groups of staff, or all staff in the group, where following analysis a range of options may be available. Such advice should take account of the range of factors affecting the group and also provide a broadly consistent approach throughout the organisation.

- Post holder will be expected to give expert advice on employment legislation, policies, HR initiatives where these options may be in conflict with other strategies.

- The post holder is held to account for decisions and actions taken where there are emergent factors and considerable associated risk.

- Finding innovative solutions to issues whilst ensuring that associated risks are managed and contained.

- Interprets NHS and SHA policy, employment legislation and case law when providing authoritative advice to managers ensuring the potential for litigation against the organization is minimised. This can often be in isolated situations eg: during employee meetings or at consultation meetings.
11. MOST CHALLENGING / DIFFICULT PARTS OF THE JOB

- The post holder is expected to respond to a range of contentious and complex HR issues where strongly held opposing expert views are held. This requires a high level of strategic awareness, political astuteness and well-developed influencing skills and judgement.

- There is a need for the post holder to provide professional and proactive advice and assess risk in situations where there are often complex or contentious issues. This may also involve working in an environment where plans require to be adjusted and a level of uncertainty exists.

- Identifying opportunities to achieve planned progression towards achieving long-term strategic and operational objectives.

- Ensuring that all issues are dealt with in a manner that encompasses good HR practice and a collaborative approach whilst delivering organisational objectives with often challenging key performance indicators.

- The demands of a quick moving environment within a 24/7 Health Care service, produces a highly pressurized work environment with many competing and conflicting priorities.

12. JOB DESCRIPTION AGREEMENT

The job description will need to be signed off using the attached sheet by each post holder to whom the job description applies.

JOB DESCRIPTION AND ESSENTIAL ADDITIONAL INFORMATION FORM – SIGNATURE OF AGREEMENT

<table>
<thead>
<tr>
<th>Post Title</th>
<th>HR Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reference Number</td>
<td>Sco6-5245N</td>
</tr>
</tbody>
</table>

The attached job description and essential additional information will be used as part of the Agenda for Change assimilation exercise and therefore the job matching panel may wish to seek further clarification on any issues contained within the documents. **Should this be necessary please identify an appropriate Manager and Post holder representative who can be contacted to provide this clarification. (This may be one of the undernoted post holders or a staff side representative who has been involved in agreeing the job description)**

<table>
<thead>
<tr>
<th>Responsible Manager</th>
<th>Jennifer Mudie</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact No.</td>
<td></td>
</tr>
</tbody>
</table>

Indicative band to Jennifer Mudie