Employment Relations
and Reward
Recruitment pack
Contents:

**Section 1** – Introduction to the NHS Confederation

**Section 2** – Introduction to NHS Employers

**Section 3** – Introduction to the Employment Relations and Reward Directorate

**Section 4** – Current vacancies and job descriptions

**Section 5** – Team structures
Section 1 – Introduction to the NHS Confederation

The NHS Confederation is a collection of voluntary partners who act together in the best interests of those who need NHS health and care services, and who commission and provide NHS care in England, Wales and Northern Ireland.

The NHS Confederation is the single united, system level voice of the health and care system across the public, private and voluntary sectors. It leads thought, influences and campaigns on system level issues as agreed by its Networked Organisations, Countries and NHS Employers, alongside partners with a role in the health care system. We are the only membership body for the whole NHS.

As a key system leader we represent and support our members in the interests of the NHS, staff and patients.

Our mission, vision and values inform the work of the NHS Confederation and guide how we interact with members, employers, partners, stakeholders and each other.

We

- Carry out analysis and influence work on behalf of the whole health and care sector
- Act as a host organisation for our Networked Organisations who do want to be separate legal entities themselves
- Accept into membership representative bodies that are separate legal entities but wish to be aligned to the NHS Confederation.
- Provide a range of important shared services
- Create commercial revenue streams in the best interests of the charitable purpose
- Provide shared common functions for the health sector, and potentially the health and care sector, under contract – for example, our European Office.

Our charitable purpose is ‘the relief of sickness and the preservation and protection of public health’.

Our values are:

Voice
- We are vocal about the things that matter most, choosing wisely when to speak and when to stay silent

Openness
- We listen carefully to understand the views of others and are open to new ideas and challenges

Integrity
- We are reliable, responsible and fair
Challenge
- We use our expertise confidently for our members, the service and for each other, always challenging the value of everything we do

Empowerment
- We believe people are our biggest asset. We continually learn from each other, develop new skills and knowledge in order to fulfil our potential

Respect - underpins all of our values
- We value fairness, equality and diversity. We listen carefully to understand the views of others

We represent nearly 500 members. They include:
- Acute trusts
- Ambulance trusts
- Clinical commissioning groups (through NHS Clinical Commissioners)
  community health service providers
- NHS foundation trusts
- Mental health providers (through the Mental Health Network)
- Independent and voluntary sector healthcare organisations that deliver services within the NHS (through NHS Partners Network)

We also work in partnership with a wide range of organisations that represent health professionals, patients, their families and carers, supply chain organisations, local government and partners from across the wider health and social care industry.

Our hosted networked organisations are:
- NHS Employers
- NHS Clinical Commissioners
- Mental Health Network
- NHS Partners Network
- Northern Ireland Confederation for Health and Social Care
- Welsh NHS Confederation

Section 2 – Introduction to NHS Employers

NHS Employers helps employers make sense of current and emerging workforce issues. We are committed to ensuring that we are:
- The recognised representative body for employers within the NHS across England
- The authoritative voice of workforce leaders
- Experts in HR
- Negotiating fairly to get the best deal for patients.
We work closely with employers in the NHS to reflect their views and act on their behalf in four priority areas including: pay and negotiations, recruitment and planning the workforce, health and productive workplaces and employment policy and practice.

We keep employers up to date with the latest workforce thinking and expert opinion, provide practical advice and information, and generate opportunities to network, share knowledge and best practice. We regularly collect and analyse the views of employers to ensure we can represent them with the key aim of influencing policy direction.

Section 3 – Introduction to the Employment Relations and Reward Directorate

On behalf of employers in the NHS we lead on all aspects of the national collective bargaining arrangements across the NHS for pay, pensions and terms and conditions of service for all NHS staff. This work is overseen by the Staff Council which is a partnership body representing both employers and staff groups through recognised trades unions.

We represent the views of employers on a range of associated work programmes which currently include:

- Negotiating revised exit payments
- NHS Pension Scheme valuation
- New roles and grading arrangements for paramedics
- Regulation of the medical workforce
- Educational developments of the medical workforce
- Implementation of the new junior doctors contract
- Negotiating the new consultant contract
- Collecting and presenting evidence to the Pay Review Bodies
- Developing a total reward approach for the NHS

We have recently completed the first phase of a review of how we work across the directorate. Through this review we identified that there is an acceptance that:

- The wider health and social care system is facing continued and sustained financial strain; key stakeholders (organisations and individuals) are being challenged to deliver the same or more with less resource (£ and people). The ERR directorate needs to be organised in a way to reflect this new reality and to be capable of delivering on its agreed future priorities and objectives within reducing levels of funding.
- Resources must also be found to invest in continually developing our staff so that they can keep pace with the changing NHS climate.

However, there was also a perception that the current structure:

- Continued to works in silos: small teams working day-to-day around specific themes/programmes which does not encourage a natural shared approach to systems/processes and resources.
• Lacked resilience: particularly when activity levels have needed to respond to changes in demand.
• Had inadequate succession planning: particularly around experts on subject areas like analysis, project and business management, job evaluation, medical workforce etc..

As a result of these findings we have:
• Redefined the structure of the directorate in order to invest in additional middle and junior level posts.
• Started a discussion on the potential for income generation.
• Agreed clearer defined work plans and with some planned reductions in the level of services with the Department of Health.

Further work is now ongoing with the focus being on:
• Engaging in smarter commissioning conversations and develop better planned work programmes
• Establishing new processes and systems that aim to build a culture that encourages the development of both individuals as well as teams
• Improving our efficiency to provide a better base to deliver future savings targets.
• Narrowing the scope and undertake more targeted engagement with employers and/or trades unions.

Now is an exciting time to join the team as you will play a significant role in shaping the way we work in the future.

**Section 4 – Current vacancies and job descriptions**

We currently have the following vacancies:

• **Medical Pay and Workforce - Programme Manager** x 2
  Starting salary £35,000 rising to £35,750 at the end of a successful probationary period

• **Employment Relations - Programme Manager** x 1
  Starting salary £35,000 rising to £35,750 at the end of a successful probationary period

• **Reward Senior - Programme Support Officer**
  Starting salary £26,000 rising to £26,750 at the end of a successful probationary period

See attached job descriptions
Section 5 – Team structures

Senior team

- Director of Employment Relations and Reward
  - Deputy Director of Employment Relations and Reward
    - Head of Reward
    - Head of Medical Pay and Workforce
      - Head of Diversity and Inclusion
      - Assistant Director – Pay, Pensions and Reward
        - Head of Workforce Analytics
      - Assistant Director – Primary Care Contracting
        - Head of Primary Care Contracting
        - Head of Employment Relations
Medical pay and workforce

Head of medical pay and workforce
Grade B

Programme Manager*
Grade C

Programme Manager
Grade C
Vacant

Programme Manager
Grade C
Vacant

Pay and workforce advisor
Grade D

Pay and workforce advisor
Grade D

Business support officer
Grade E
JOB DESCRIPTION

Job Title: Programme Manager, Employment Relations and Reward

Location: Leeds (with regular travel to London and other UK destinations)

Reports To: Head of Medical Pay and Workforce / Head of Employment Relations

Date Prepared: April 2017

Grade: Grade C

PURPOSE

To manage and lead the delivery of designated work programmes that support national negotiations/discussions on the reform of pay, reward, terms and conditions of service for NHS staff (both Agenda for Change and medical).

Reporting to the Head of Medical Pay and Workforce / Head of Employment Relations and working in conjunction with other members of the team, the post holder will establish key relationships with stakeholders, trade union representatives, and NHS managers, undertaking specialist research, providing expert advice, directly supporting the development of policy, and delivering activities that directly support the achievement of programme objectives.

The post holder will proactively represent the interests of NHS Employers on issues related to the programmes, and support the implementation of changes in policy.

ACCOUNTABILITIES

- Programme management of specific work areas, including:
  o Develop and agree programme plans to ensure the delivery of the key elements of the work
  o Evaluate the effectiveness of programme deliverables
  o Liaise with commissioners to identify key priorities for the work area, to feedback on delivery against plans and to provide evidence of impact
  o Ensure delivery of contracted work.

- Responsibility for line management including effective appraisal and development of staff.
• Supporting national negotiations with trades unions, attending meetings, drafting amendments and when appropriate, discussing and agreeing texts with employer and trade union representatives

• Identify opportunities for new income generation within the work area based on information obtained from contacts with the NHS.

• Responding to enquiries from NHS organisations, DH and other national stakeholders by email and telephone and discuss issues with managers in the NHS by phone and/or in person;

• Developing briefings and answers to frequently asked questions and other materials which provide the NHS with guidance on national agreements or changes to employment legislation

• In liaison with of the NHS Employers’ Engagement Team, develop strategies to inform employers of national developments on pay and reward, and policy and statutory changes; and to ensure that employer views and priorities are taken account of in our work programmes.

• Undertake specialist research and collect views and information from the NHS, working with NHSE and DH analysts as appropriate;

• Develop and manage web content on pay and employment relations issues for the NHS Employers website

• Work with other programme leads to ensure delivery of the whole contracted work programme.

• Work in liaison with the internal communication team to develop and maintain (as part of an effective strategy) appropriate media and communications plans;

• Work with and deputise for Heads of service areas as appropriate on designated projects.

• Provide authoritative guidance on pay, reward and employment relations issues to national stakeholders that include NHS England, NHS Improvement, Health Education England and the Department of Health.

Specific areas of work (relating to employment relations, medical pay and workforce or reward and pensions) will be linked to the programmes managed and led. In order to undertake these areas of work the post holder will establish and develop excellent relationships with key stakeholders, working closely with the Department of Health, the devolved administrations, employers and other key partners in order to provide evidence based advice and guidance on behalf of NHS Employers.
Sound judgement is necessary, especially on politically sensitive or technically complex issues that involve considerable public funds and requires productive partnerships with internal and external stakeholders around key shared issues. While targets and deadlines play a large part, activity is also often subject to external forces which require patience and tenacity to overcome.

**KNOWLEDGE, SKILLS AND EXPERIENCE**

- Degree or equivalent qualifications
- Up to date knowledge and understanding of employment relations and pay and reward issues
- A strong understanding of the NHS workforce and the issues affecting the NHS.
- A high level of political awareness
- Skills in understanding and interpreting complex issues
- Ability to network and engage in a range of different projects and across a range of different areas simultaneously
- Excellent decision making and relationship building skills
- Excellent influencing and negotiating skills
- Project management skills (ideally including a project management qualification)
- Good organisational skills/attention to detail
- Demonstrable ability to communicate all levels both orally and in writing
- Excellent presentation skills
- Good team working skills
- Good IT skills and an excellent knowledge of MS Office packages
- Some experience of working with Trades Unions in the NHS or other sectors

**VALUES & BEHAVIOURS**

The NHS Employers organisation has a set of core values to help shape the culture and character of the organisation, as well as guide the decisions that we make and the way in which we behave. These values will ultimately help us achieve and maintain our vision of being the authoritative voice of workforce leaders, experts in HR, and an organisation that negotiates fairly to get the best deal for patients. Our values are:

- Assured
- Bold
- Leading
- Expert
In addition to ABLE, the key individual value 'respect' has been developed, which underpins our relationships with each other and with our stakeholders.

SAFETY
Health and Safety at Work Act
The jobholder is required to take reasonable care for the safety and health of themselves and others who may be affected by their acts; and to co-ordinate with management in the promotion and maintenance of health and safety measures.
# PERSON SPECIFICATION

## Programme Manager

<table>
<thead>
<tr>
<th>ATTRIBUTES</th>
<th>ESSENTIAL CRITERIA</th>
<th>DESIRABLE CRITERIA</th>
<th>DEMONSTRATE D BY</th>
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<tbody>
<tr>
<td>Qualifications</td>
<td>• Degree or equivalent qualifications</td>
<td>• Professional qualification</td>
<td>Application</td>
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<td>• CIPD qualified</td>
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<td>• Project management qualification</td>
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<td>Experience</td>
<td>• Experience in a HR, reward, employment relations or medical staffing background</td>
<td>• Experience of representing an organisation to outside bodies</td>
<td>Application form and interview</td>
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<td>• Experience of working in effective teams</td>
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<td>• Experience of producing written briefings and reports</td>
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<td>• Experience in preparing and delivering presentations to external audiences including conferences, briefings and workshops</td>
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<td>• Experience of working with Trades Unions in the NHS or other sectors</td>
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<td></td>
<td>• Able to evidence leading discussions with key stakeholders and delivering effective outcomes</td>
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<td>Knowledge</td>
<td>• Understanding of the NHS workforce and the issues affecting the NHS.</td>
<td>• Knowledge and some understanding of wider health service developments</td>
<td>Application form and interview</td>
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<td>• Able to evidence the delivery of effective projects and the application of project management techniques.</td>
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<td>• Understanding of political and policy issues</td>
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<td>Skills</td>
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<td>• Good relationship building skills</td>
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<td>• Ability to generate confidence with a range of stakeholders</td>
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<tr>
<td>• Strong influencing and negotiating skills</td>
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<td>• Effective communications skills (oral, written and presentation)</td>
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<td>• Ability to prioritise and manage conflicting priorities</td>
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<td>• Experience of managing teams</td>
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<td>• Ability to work under pressure, manage ambiguity and to meet deadlines</td>
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<td>• Strong aptitude for attention to detail</td>
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<td>• Good IT skills and an excellent knowledge of MS Office packages</td>
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**JOB DESCRIPTION**

**Job Title:** Senior Programme Support Officer  
**Location:** Leeds (with occasional travel)  
**Reports To:** Programme Manager  
**Date Prepared:** April 2017  
**Grade:** Grade D

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**PURPOSE**

Reporting to the Programme Manager and working in conjunction with other members of the team, the post holder will support delivery of selected work programmes through employer engagement, coordination of meetings / events / webinars, drafting of reports and web based materials, the production of key documentation along with web based research.

Working as part of the Employment Relations and Reward Directorate, the post holder will be responsible for supporting and managing specific projects as required as part of the team’s work in supporting national negotiations on pay, reward and terms and conditions for NHS staff.

Specifically this will involve:

- Liaising with NHS trusts and external organisations to source information/intelligence or potential case studies
- Preparing web based material
- Preparing briefing papers, meeting notes and agendas
- Completing any actions following meetings (including updating website, contacting senior stakeholders)
- Providing advice and guidance to employers on a range of issues as appropriate.
- Line management of junior administrative staff

The post holder will review and draft key documentation and guidance for the NHS Employers website.
Specific areas of work will be linked to the programmes supported and will be agreed with the team. In order to undertake these areas of work the post holder will need to be able to work closely with the Department of Health, the devolved administrations, employers and other key partners in order to provide evidence based advice and guidance on behalf of NHS Employers.

The post holder will be responsible for ensuring that the information provided by NHS Employers is accurate and reflects national agreements and good employment practice. The post-holder will gather intelligence and produce background information relating to practice in the NHS and other sectors as required.

The senior programme support officer will liaise with NHS Employers communications colleagues, the Department of Health, employers in the NHS and other stakeholders as required. They will also provide accurate information in a prompt and timely manner as well as solving problems and escalating where necessary.

ACCOUNTABILITIES

- Provide support to the programme managers and other members of the team to ensure effective delivery of programmes.

- To oversee and provide high quality secretariat support for national meetings of employer and trades union representatives and other events.

- Responsible for the coordination of meetings, including preparing agendas, drafting meeting papers and minute taking. Ensures all meetings run smoothly and actions are followed up accordingly, completing delegated projects as required.

- Establish, develop and oversee the maintenance of all electronic and paper records ensuring accuracy and effective systems for monitoring.

- To project manage allocated work streams in a way that supports and enables the effective delivery within timelines (for example development of pay review body evidence)

- To liaise with employer representatives and other NHS managers to source relevant information about pay and workforce issues, potential case studies etc.

- To oversee the preparation of comprehensive documentation for all meetings to ensure the successful running of the meetings, and maintenance of an accurate audit trail.

- To ensure effective and timely communications about latest developments in the current work.
• Responsible for providing accurate information on best practice in the programmes supported, and provide that information in a suitable format for the appropriate communication channel.

• Responsible for providing sign posts to relevant information and advice on all programme issues in response to requests from the NHS, ensuring excellent customer service.

• Required to work in partnership with other teams across the Employment Relations and Reward Directorate and the NHS Employers organisation as workload demands and priorities direct.

• Monitor the mail box content to ensure that accurate, consistent and timely advice is provided in response to employer queries.

• Responsible for maintenance of the NHS Employers website - amending and updating the website as required.

KNOWLEDGE, SKILLS AND EXPERIENCE

• Good knowledge of NHS workforce issues or equivalent in other sectors.
• Excellent report writing and problem solving skills
• Competent users of MS Office (or similar) Word, Excel, PowerPoint
• Good presentation and networking skills
• Good verbal and written communications
• Able to work independently
• Ability to summarise information
• Ability to establish effective working relationships with colleagues and external bodies
• Excellent organisational skills, working to tight timescales.

VALUES & BEHAVIOURS

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____________________________________________________________________________________________
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**Senior Programme Officer**

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<td>• CIPD qualified or equivalent professional qualification</td>
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</table>
| Experience | • Experience of working in teams  
• Able to work independently  
• Effective management of workload and ability to work to tight deadlines | • Experience of working in the NHS or within a government department  
• Experience of working on employment/HR issues  
• Experience of engaging with trades unions | Application form and interview |
| Knowledge | • Some understanding of NHS workforce and the issues currently affecting the NHS  
• Some understanding of the political and policy issues affecting the NHS  
• Knowledge of HR and employment relations issues  
• Knowledge of contractual terms and conditions of service and their application  
• An understanding of how social media can be used to support the delivery of organisational goals | • Knowledge and some understanding of wider health service developments | Application form and interview |
| Skills | • Good IT skills and an excellent knowledge of MS Office packages  
• Good problem solving skills  
• Ability to establish effective working relationships with colleagues and external bodies  
• Good oral and written communications | • Negotiating/influencing skills  
• Project management skills | Application form and interview |