

Role profile

Role title	HR Business Partner
Department and directorate	Human Resources
Grade	4
Reports to (job title)	Head of Transformation & HR Business Partnering
Direct reports (job titles)	N/a

Summary – purpose of the role

Describe as concisely as possible the overall purpose of the job and including the core duties/responsibilities required to be performed in the role (e.g., to provide a full range of administrative support services to the department including x,y,z)

The HR Business Partner (HRBP) is an internal consultant providing an enabling business support role. The HRBP is a trusted partner and works alongside assigned senior managers and directors working on people solutions and plans to deliver your customer's short, medium and long-term objectives.

The HRBP owns the client relationship on behalf of HR, acting as the 'account manager'. Delivering HR initiatives on a local level and also provides the 'voice of the customer' back into the HR service as we shape and enhance our services. The HRBP coaches and supports line managers to enable them to resolve issues informally where possible to prevent formal proceedings.

The role is a local sounding board and coach for line management, enhancing skill and confidence in leading and motivating teams. Where formal proceedings unfortunately do become necessary the HRBP leads on employee relations issues within customer areas, ensuring case work is managed in an objective, fair and equitable way and in a timely manner.

Skill (level and breadth of application)

What relevant experience is necessary to undertake this role? What specialist, technical or professional qualifications are required to be able to perform the job?

How far does the role extend out across the organisation, e.g. confined to own team, involves co-ordination with another department or requires regular negotiation with many other parts of the organisation. Why is this necessary? Describe the range of issues that are involved in this, e.g. resolving people's IT problems, collecting information on key research items or advising members on a particular issue.

- Responsible for leading the people agenda within a customer group, bringing evidence-based practice into the organisation and addressing the people challenges for their area.
- Create effective solutions to directorate challenges, coaching managers and leaders in effective implementation.
- Role model great behaviours and attitudes, bringing our values to life in the BMA.
- Use and understand BMA policies and procedures, engaging with customer areas effectively to ensure their use across the organisation.

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- Drive consistency of approach across the BMA in attracting, managing and developing talent to support current and future organisational needs.
 - Work closely with all HR colleagues to ensure that tools and policies are aligned, enhance employee engagement and ultimately improve performance.
 - Use data and analytics to measure the effectiveness of tools and policies and understand the landscape for further improvement.
 - Provide expert input across a range of HR issues (generalist / specific expertise); Design and deliver high impact solutions that meet the needs of the local customers.
 - Coach and build the capability of managers to anticipate and pre-empt organisational issues.
 - Participate in relevant projects, leading and championing as appropriate (local directorate or pan-BMA) the BMA's reputation as a world class organisation and employer of choice.
 - Keep up to date with external trends and best practice in the areas of expertise and HR more broadly.
 - Continuously drive improvements in tools and policies through external market trends, insight and internal best practice.
 - Proactively share best practice and intelligence within the HR function and within customer areas.
 - Build relationships and form alliances with stakeholders and customers.
 - Understand and anticipate the need for change, diagnose the underlying issues and build the case for change with stakeholders. Within the scope of BMA policies, build frameworks to plan and manage the continuous process of change including dependencies, risk, potential scenarios and options to mitigate.
 - Be an ambassador for the HR function and represent the HR team internally and externally (as appropriate).
 - Taking an active role in communicating the customer needs into the HR department and support the HR team in enhancing and improving our services, policies and processes so that the HR team constantly improves and evolves into a critical service for our organisational leaders and colleagues.
 - Foster a positive climate of employee relations within the Association to support the implementation of a partnership approach and to develop and maintain good working relationships with representatives of Trade Union.
 - Provide, monitor and analyse workforce information reports for directorates, highlighting areas for concern. Proactively work with managers to put plans in place to resolve areas of concern and/or manage risks, ensuring delivery of HR performance targets
 - Sound IT skills (Microsoft Office, Word, Excel, PowerPoint), experience of manipulating HR Information Systems
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Intellectual demands (complexity and challenge)

What sorts of problems, situations or issues are typically dealt with? Give any illustrative examples. How are the problems, situations or issues dealt with (e.g. undertaking original research and analysis or seeking specialist advice)?

To what extent are standard procedures and processes followed when undertaking typical tasks, and how is personal initiative used when solving problems? To what extent is creativity used in solving the problems (eg adopting different approaches, trying things that have not been done before within the organisation or improving/changing previous approaches).

- Advise on particularly complicated, sensitive or high profile / risk cases, providing an options appraisal and risk assessment of possible courses of action.
 - Ensure managers are equipped to manage informal issues with their staff effectively, providing best practice advice in order to minimise escalation to formal processes, where appropriate, and to protect the BMAs reputation. .
 - Monitor and analyse employee relations reports, ensuring managers adhere to timescales and BMA policies. Identify cases or areas of concern within the Directorate/Department/Function and escalate and advise on remedial action and lead on interventions as appropriate.
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Intellectual demands (complexity and challenge)

- Oversee and monitor all cases that could or do result in employment tribunal proceedings and attend Employment Tribunals as and when required, providing a strategic approach to the management of claims.
- Pro-actively develops and maintains external network in other organisations to ensure awareness of HR legislation and latest thinking in HR matters and practices and to ensure appropriate changes are incorporated into organisational HR practices
- Undertaking research tasks to draft new policies in accordance with best practice and changing employment legislation and ability to interpret the information to write policies and procedures which are relevant to the BMA using the correct style and tone of language.

Judgement (independence and level and impact limitations)

What are the typical decisions that are made in the job without reference to any higher authority? What informs/constrains the decisions (eg expenditure limits, have to follow clearly laid down procedures or working within broad objectives). What influence upon policy, procedures or resources is there (eg giving advice to others)?

Who (or what) is next to be affected by the decisions that are made – for example, supervisor sees them before they leave the team or the whole department sees and has to respond to the change that is made. Give typical example(s) of the consequences of the decisions (eg what impact does the decision-making have on the performance of the team/section/department/organisation)?

- Advanced analytical and judgement skills which require management of complex facts and problems
- The post holder has freedom to act on all aspects of the role and a far-reaching impact in terms of employment decisions. Although decisions in relation to tribunal/civil claims/costs would be discussed and agreed with the Head of HR Business Partnering (and occasionally internal/external legal advice may be sought), the post holder is responsible for collating the information and presenting the recommendations prior to taking action.
- The role requires a significant amount of lateral thinking and consideration of complex and evolving employment legislation. Scope for creativity in the line of advice given and in level of discretionary decisions to be made outside of defined systems and policy guidelines.
- The HR (BP) relies on own knowledge of legislation and best practice, as well as practical experience, to advise on issues ranging from poor performance or conduct which may result in a disciplinary process being followed, to dealing with health matters or disputes where they may need to draw on the expertise of another member of the HR Management team (e.g. L&D/Reward/Pensions expertise) to intervene or mediate.
- Internal credibility will frequently be based on ability to instil confidence in others in terms of accuracy of guidance, business awareness, and pragmatism of approach.
- The impact of negligence or inaccurate /untimely advice has high financial and reputational risks in terms of employment tribunal action, and also in terms of maintaining good employee relations within the Association.

Use of resources (supervision of resources and influence)

What responsibility is there for managing people, equipment, budgets, resources, customer’s welfare or confidential information? If this is a staff management role describe what is involved, eg staff reporting, staff development, appraisal, leading a department or the allocation of work.

How does the role fit within the organisation, eg support role, team member, team leader, specialist policy adviser, or leading major areas of core business?

Resource management

- Responsible for the contribution of self to the achievement of directorate strategies and overall BMA strategic goals and directorate business plan
- Responsible for maintaining good employee relations practices across the BMA in conjunction with senior HR colleagues.
- Expertise in generalist HR matters especially employee relations. Ability to draw in colleagues for their expertise in reward, learning and development, finance as appropriate.

Use of resources (supervision of resources and influence)

- Ability to handle sensitive personal information in accordance with the GDPR rules; this information will relate to personal data /health matters /performance issues and salary.
- The ability to develop and manage initiatives within financial restraints and deliver to deadlines

Communication (level, internal and external demands and significance)

*What people are typically contacted (regardless of the medium) **inside** the Association, eg immediate colleagues, senior managers or administrators? Committee members are the only members classed as internal communication. Normal non-committee membership and doctors are external (see below)*

*Who is in regularly contact with the role holder **outside** of the Association, eg members who are not committee members, suppliers, members of the public? Approximately what percentage of the time is spent on external communications?*

What is the purpose of these contacts, eg conveying information, gathering data?

- Ability to manage highly complex and difficult situations where there is often direct conflict
- Outstanding interpersonal skills, demonstrating an ability to build relations and influence at a senior level and with external stakeholders
- Highly developed communication skills, ranging from informal 1:1 discussions, formal presentations, and written reports including data analysis covering both oral and written skills
- Strong strategic influencing, persuading and negotiating skills
- Facilitation and/or Mediation skills and the ability to gain mutually acceptable outcomes
- Demonstrable ability to coach and train others, and model these behaviours to senior managers
- Collaboration and liaison as appropriate, with HR Business Partnering team, HR Ops Team, BMA Payroll and Finance Business Partners, BMA HR Information Systems Team, BMA Leaders and Managers, BMJ Colleagues, Best practice organisations, Professional Networks, and Suppliers

Physical demands & coordination (physical effort and mental strain)

Are there any unusual physical or mental demands of the role; for example, lifting heavy objects, standing for long periods, using VDUs extensively or high levels of concentration?

- Ability to maintain focus and concentration while working in an open plan office.
- Ability to travel to other BMA offices in London, Leeds, and Liverpool, including the BMA Nations (Scotland, Wales and Belfast)

Working conditions and emotional demands)

What are the environmental conditions in which the work is conducted, the social and emotional demands faced by the role and the pressures resulting from these?

- Personal resilience – Demonstrates high level of emotional intelligence, insight into own behaviour /working style and emotional resilience

Values and behaviours

The post-holder is expected to execute their role in line with our five organisational values.

The following examples illustrate how we are using our values to inform how we act:

We are **leaders** because:

- We strive to always improve
- We take responsibility for our actions
- We collaborate with each other and work as one BMA for the good of our members
- We are proactive and prepared to guide our members and each other

We are **experts** because:

- We understand our members
- We draw on our collective experience and knowledge to solve problems
- We use our insights and research to make decisions
- We provide accurate, credible, relevant and engaging information
- We recognise our strengths and act upon them

We are **committed** because:

- We listen to our members and put them at the heart of everything we do
- We are respectful, inclusive, open and honest with our members and each other
- We approach everything we do with confidence and sensitivity

We are **reliable** because:

- We deliver on what we say we will do
- We are accessible and approachable
- We build trust by being consistent and supportive
- We are positive and decisive whatever the situation

We are **challenging** because:

- We fight, ethically and fearlessly, for the interests of all our members
- We work as a brave, assertive and effective champion for high quality health services and the advancement of the profession

Sign-off

Manager:	Date: March 2020
Role holder:	Date: