

Role profile

Role title	Head of terms and conditions of service (independent contractors)
Department and directorate	Terms and conditions of service - Policy
Job family level	3
Reports to (job title and name)	Head of TCS
Direct reports (job title and name)	Senior policy advisers / Policy advice and support officers

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 (eg, to provide a full range of administrative support services to the department including x,y,z)

- Lead and manage a high performing team of senior policy advisers and policy advice and support officers
- Accountability for the work of the team
- Accountability for the team's budget
- Provide written and oral advice to Chief Officers, executive team and committees
- Support negotiations on all aspects of terms and conditions for independent contractor doctors (GP partners)
- Work closely with the head of TCS and relevant committees to develop objectives, goals, and strategies to underpin negotiations
- Work closely with colleagues across policy and in particular committee leads and researchers to ensure that negotiators have all of the information they need to progress negotiations
- Develop and keep under review accountability frameworks to govern the negotiations
- Support the selection, training and development of negotiating teams
- Working with colleagues in communications and engagement, the devolved nations and elsewhere in the association, as appropriate, develop and contribute to the delivery communication and engagement plans to support contract negotiations
- Advise colleagues in member relations and LMC liaison manager on aspects of the contract and its application to the circumstances of individual doctors
- Develop briefings, guidance and other practical support materials to help members understand the contract and its application to them as individual doctors and GP practices
- Prioritise and respond to ad hoc requests for analysis and advice within the capacity of the team
- Contribute to the development and delivery of the directorate's business plan, performance indicators and risk management plan.



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, eg 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, eg resolving people's IT problems, collecting information on key research items or advising members on a particular issue.

- Significant practical experience of contract negotiations at a national level
- Experience of leading and managing a team of policy advisers
- Ability to present policy reports (in writing and orally) to a variety of internal and external audiences
- Ability to influence highly articulate and challenging individuals, using expertise, tact and diplomacy
- Ability to network effectively across the association and particularly with member relations to gain intelligence and evidence on contractual issues at local level
- Ability to form strategic relationships with counterparts in stakeholder organisations
- Understanding of the association's dual roles as trade union and professional body
- Personal resilience – occasionally comes into contact with challenging members

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 (eg 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).

- A detailed understanding of all issues pertinent to contract negotiations
- Strong negotiation and team-working skills, combined with tact and diplomacy
- Ability to think strategically about objectives for contract negotiations
- Attention to detail – needs to understand the impact on contract as a whole of individual words and phrases
- Ability to challenge effectively elected members with a strong personal interest in the outcome of negotiations
- Ability to understand the bigger picture but also recognise the impact of proposals on each segment of the profession
- Ability to form strong relationships with counterparts in stakeholder organisations, contracting organisations (eg. NHS England) and DH to facilitate addressing blockages in negotiations and keep talks going

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)?

Judgement (independence and level and impact limitations)

- Accountability for the work of the team and the team's budget (c.£xxx)
- Sound judgement on the need to refer sensitive issues for higher level decision
- The outcome of any negotiations impacts on more than one branch of practice and at times, on the profession as a whole
- The ability to advise the head of team, negotiating team, committee, chair, chief officers and senior staff on the detail of contracts and impact on contract of proposed positions, red lines etc
- The outcome of contract negotiations will have a direct impact on the BMA's reputation with members and external audiences (eg. government, employer organisations, public opinion)

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?

- Accountable for the team's contribution to achievement of strategic goals and directorate business plan
- Accountable for the team's budget
- Leadership, performance management, development of specialist staff
- Specialist adviser responsible for a team of advisers

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?

- Extensive contact with colleagues at all levels of the association– eg, chair of council, chairs of devolved nations' councils, committees and committee chairs, executive team, leadership team, devolved nations and communications and engagement. Purpose: to explain detail of contracts orally and in writing; explain negotiating objectives and progress; develop and present briefings and/or guidance; interpret and present other employer/DH proposals to internal audiences
- Develop external contacts with DH and employer organisations Purpose: to facilitate smooth progress of negotiations; informal exploration of alternative proposals; understanding of barriers to success

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

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 – able to withstand robust challenge from elected and other members and stakeholders.

BMA competency level required

Behavioural competency	Level
Personal responsibility – demonstrates a positive attitude and takes ownership and responsibility for work performance	
Service focus – demonstrates an understanding of customer needs and has a service orientation	
Gathering information – is driven to seek out information and carries out research to the level required to achieve objectives	
Team working – works with colleagues cooperatively in own department and the wider organisation	
Influencing others – persuades others to support a viewpoint and achieve their participation	
Dealing with change – implements and adapts to new ideas and ways of working at individual, team and organisational level	
Creativity and innovation – takes a creative approach to work, identifies new ways of doing things and develops ideas to benefit the association	
Managing and developing people – sets goals and ensures others perform to their full potential and meet required standards	
Leading people – communicates goals, engages and motivates others to achieve	

Sign-off

Manager:	Date:
Role holder:	Date: