

## Role Profile

<b>Role title</b>	<b>People Business Partner</b>
<b>Department and directorate</b>	<b>Human Resources</b>
<b>Grade</b>	<b>4</b>
<b>Reports to (job title)</b>	<b>Head of Employee Relations &amp; People Strategy</b>
<b>Direct reports (job titles)</b>	<b>N/A</b>

### Function Overview

The purpose of the HR function within the BMA is to provide a sustainable, agile and flexible team that can adapt to the changing workforce environment in order to ensure that the service it provides aligns to the organisation's structure and goals going forwards. Key to this is a need to ensure careers are nurtured and developed from grass roots level upwards and that the organisation maintains a good talent pool of people.

The HR team is responsible for the EDI function in terms of the integration of Equality, Diversity and Inclusion for staff, to champion staff networks and inclusivity activity. Equality and diversity is considered a key part of all decisions taken by the HR function.

All members of the HR function are expected to be recognised and respected as experts in their field, integrating successfully within PCD and working across teams to support and deliver the organisation's strategy. HR team members will demonstrate forward thinking, collaborative and continuous improvement initiatives so that the organisation is regarded as an 'employer of choice'.

### Job Overview

The post holder is an internal consultant providing an enabling business support role. The post holder is a trusted partner and works alongside assigned senior managers and directors and works collaboratively across all functions within the Association to deliver people solutions that meet the our customers' short, medium and long-term objectives.

The post holder owns the client relationship on behalf of HR, acting as the 'account manager', delivering HR initiatives on a local level and also providing the 'voice of the customer' back into the HR service as it shapes and enhances its services. As such, the post holder will ensure that service requirements are understood, and that solutions are optimally designed with usability at the forefront.

Additionally, the post holder will provide transformation support on selected transformational programmes linked to the Association, as well as playing a critical role in delivering large scale strategic programs across the Association to ensure robust value delivery across the transformation portfolio.

The post holder will continually develop their HR skills and capabilities so as to develop close working relationships with their respective Senior Management teams and at the same time champion the corporate Organisation Development and People agenda to ensure alignment to deliver programmes. This capability, together with outstanding communication skills and a data driven approach, will help deliver the BMA's most strategic initiatives.

### Duties and Responsibilities

- Develops our whole cadre of line managers and equip them in their critical role as the 'backbone' of the success of the BMA.
- Ability to network effectively across the association to understand current and anticipate future areas for change and improvement requiring HR, change, OD support for equality issues and the development of guidance/support materials
- Accountable for all for employment relations advice and specialist knowledge
- Acts as an ambassador and role model for the HR function, and represents the HR team internally and externally (as appropriate).
- Role models great behaviours and attitudes, bringing our values to life in the BMA.
- Advises management on interviewing, hiring, and candidate evaluation.
- Acts as an ambassador for the HR function and represents the HR team internally and externally (as appropriate).
- Builds and maintains strong relationships with key stakeholders.
- Involved in candidate sourcing and screening.
- Coaches and builds the capability of managers to anticipate and pre-empt organisational issues.
- Continuously drives improvements in tools and policies through external market trends, insight and internal best practice.
- Creates effective solutions to directorate challenges, coaching managers and leaders in effective implementation.
- Drives consistency of approach across the BMA in attracting, managing and developing talent to support current and future organisational needs.
- Drives self-service and automation wherever possible.
- Ensures adherence to the BMAs policies and procedures and to all statutory HR reporting requirements within defined deadlines.
- Ensures all our HR services are integrated with the organisation and supportive of the needs of the BMA's operations.
- Ensures GDPR compliance is continually built into all HR shared service operational activities and processes
- Ensures the HR team partner with our colleagues across the organisation and supports HR colleagues to meet our customer needs.
- Exercises judgement in application of HR policies and procedures and how to apply effectively in different circumstances, being pragmatic whilst maintaining the overall integrity of HR policies.
- Expert knowledge of employment law and regulations relating to people processes, such as recruitment and termination of employment.
- Expert understanding of equalities legislation and good practice and ability to translate into the development and delivery of a corporate strategy and action plan to support equality and inclusivity cross-organisationally and adapting as necessary in light of new and emerging circumstances.
- Fosters 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.
- Generates weekly, monthly and quarterly HR reports from all HR systems as required.
- Job description creation and refinement.
- Keeps up-to-date with future industry trends and professional HR shared service developments and contributes to internal HR innovation and improvement discussions/meetings so as to support the achievement of the Association's workforce strategy.
- Helps develop leadership capability to build the effectiveness and cohesion of the senior manager population

- Helps develop a learning culture and building management capability to drive performance.
- Participates 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.
- Proactively shares best practice and intelligence within the HR function and within customer areas.
- Provides 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.
- Provides, monitors and analyses workforce information reports for directorates, highlighting areas for concern. Proactively works with managers to put plans in place to resolve areas of concern and/or manage risks, ensuring delivery of HR performance targets
- Provides expert input across a range of HR issues (generalist / specific expertise); Designs and delivers high impact solutions that meet the needs of the local customers.
- Provides guidance and forecasting for future hiring needs.
- Responsibility for maintaining confidentiality of employee data and be fully aware of ever-changing Data Protection rules as a Champion for the BMA/BMJ.
- Responsible for advice and specialist knowledge on employee lifecycle processes and situations including immigration, parental leave entitlements and the application of elements of pay and reward.
- Responsible for Business Partnering within the BMA including highly effective employee relations activity including investigations and formal action, through an organisational improvement perspective.
- 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.
- Responsible for maintaining a productive and high trust relationship within all areas of BMA employee relations, including trade union relations and collective bargaining.
- Responsible for the delivery of key HR activities in a collaborative and consistent way. Includes development of change methodology, managing the impact of change across the BMA and ensuring that change is implemented effectively and with minimal conflict
- Takes an active role in communicating the customer needs into the HR department and support the HR team in enhancing and improving its services, policies and processes so that the HR team constantly improves and evolves into a critical service for its organisational leaders and colleagues.
- Understands and anticipates the need for change, diagnoses the underlying issues and builds the case for change with stakeholders. Within the scope of BMA policies, builds frameworks to plan and manage the continuous process of change including dependencies, risk, potential scenarios and options to mitigate.
- Visits career and job fairs at schools or universities where required.
- Works closely with the Executive Team and Directors to develop, devise and implement business plans to support the creation and implementation of the People Strategy and business plan for HR.
- Undertakes any other tasks as may be assigned from time to time.

### Educational Qualifications & Skills

- Educated to degree level in Human Resource Management or similar professional qualification (e.g. MCIPD).
- Experience as a HR generalist within a professional and commercial organisation.
- Confident, enthusiastic and self-motivated attitude to mentoring and supporting managers and staff to achieve optimum performance.
- A proactive and positive attitude towards dealing with a continuous improvement agenda.
- A pragmatic and commercial approach is required to drive real value.
- Good understanding of data protection regulations.
- Demonstrate commerciality and a strong knowledge of current UK employment law, procedures and processes, with a good understanding of key trends in the field of Human Resource Management.
- Strong listening, communication, organisational and prioritisation skills.
- Excellent attention to detail.
- Adaptability and flexibility towards the changing demands of the role.
- Be a catalyst for change, using influence and judgement to drive business performance and results.
- Good data analysis and reporting skills.
- Strong problem solving skills and the ability to work well under pressure with a 'can do' attitude.
- Sound IT skills (Microsoft Office, Word, Excel, PowerPoint), experience of manipulating HR Information Systems

### Intellectual Demands (complexity and challenge)

- Advises on particularly complicated, sensitive or high profile/risk cases, appraising options available, assessing the risks and formulating possible courses of action.
- Ensures managers are equipped to manage informal issues with their staff effectively. Where appropriate, providing best practice advice in order to minimise escalation to formal processes so as to protect the BMAs reputation.
- Monitors and analyses employee relations reports, ensuring managers adhere to timescales and BMA policies. Identifies cases or areas of concern within the Directorate/Department/Function and escalates and advises on remedial action and leads on interventions as appropriate.
- 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 networks in other organisations to ensure awareness of HR legislation and latest thinking in HR matters and practices such as transformation, organisational development and equality issues, to ensure appropriate changes are incorporated into organisational HR practices.
- Undertakes research tasks to draft new policies in accordance with best practice and changing employment legislation. Demonstrates 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)

- 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 Advice & Staff Liaison (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 the level of discretionary decisions to be made outside of defined systems and policy guidelines is required.
- The post holder must rely on their 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.

### Resource Management and Influencing Skills

- 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 collaborate with colleagues for their expertise in reward, learning and development, finance as appropriate.
- Ability to handle sensitive personal information in accordance with the GDPR rules relating to, amongst other things, 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)

- 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, across the HR function, BMA Payroll and Finance Business Partners, BMA HR Information Systems Team, BMA Leaders and Managers, BMJ Colleagues, Best practice organisations, Professional Networks, and Suppliers.

## Working Conditions, Physical, Mental and Emotional Demands

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

Role holder:

Date: