

## JOB DESCRIPTION

### 1. JOB IDENTIFICATION

<b>Job Title:</b>	People & Culture Partner
<b>Responsible to:</b>	Associate Director of People & Culture
<b>Directorate:</b>	People & Culture Directorate
<b>Division:</b>	Corporate
<b>No of Job Holders:</b>	2
<b>Last Updated:</b>	April 2026

### 2. JOB PURPOSE

Responsible for discrete functions within the People & Culture Directorate, including the overall management of the team(s) and their day-to-day leadership.

To provide support to a designated business area, i.e. Acute, Corporate and Health & Social Care Partnership acting as a strategic change agent supporting the forward planning, modernisation engagement and performance of the workforce to ensure best practice people management, to support the delivery of the highest quality person centred care in line with local and national objectives within their areas of responsibility and across the wider People & Culture function.

To work collaboratively with the Executive Director in the relevant business area(s) and People & Culture colleagues to provide professional customer focused strategic and operational workforce support of a high quality.

To work in partnership as an integral member of both the business area and People & Culture Directorate Senior Management Team to identify and deliver effective business focused HR solutions, which improve organisation effectiveness, enable teams to achieve business objectives and actively influence a high performance culture that is able to attract, retain, motivate and develop high quality people.

### 3. DIMENSIONS

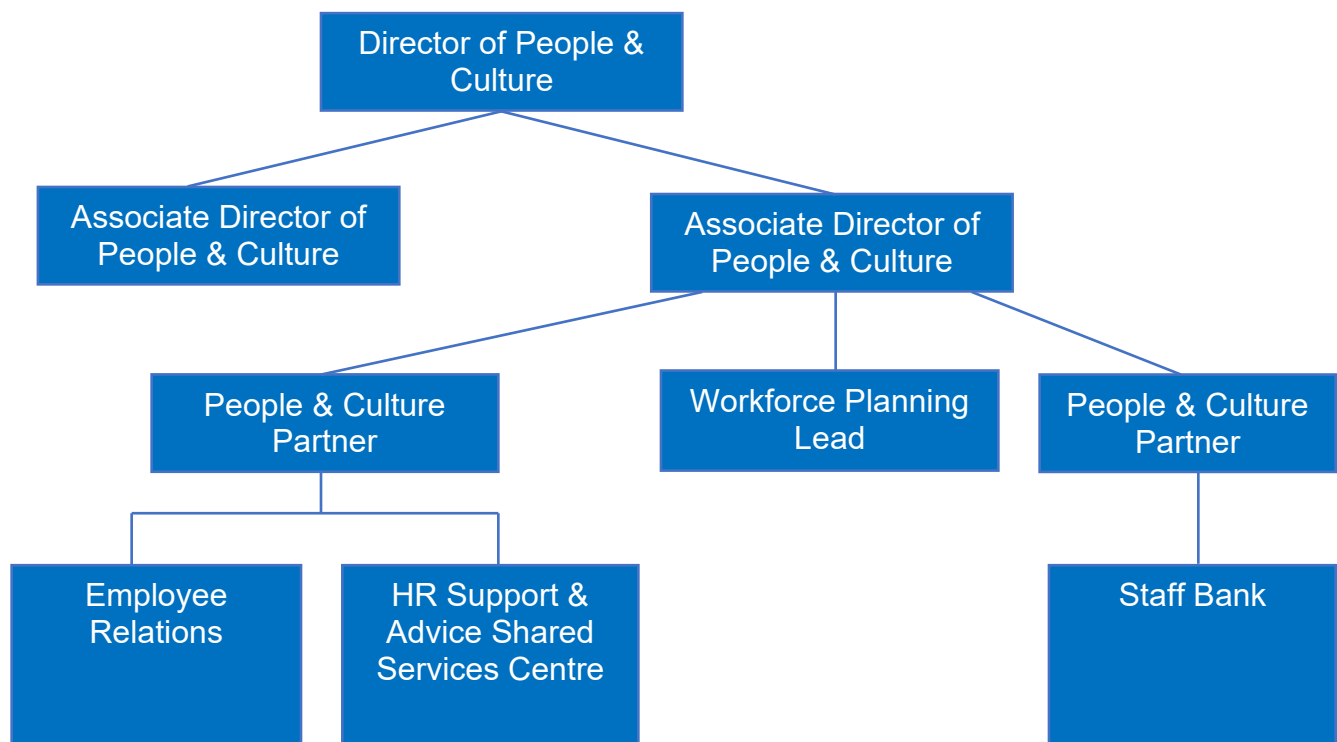
Fife is situated 15 miles from Edinburgh and NHS Fife is responsible for the health of a population of over 367,000 people across Fife. NHS Fife delivers services through the Health and Social Care Partnership and through an Acute Division of two acute hospitals: Queen Margaret Hospital, Dunfermline, and Victoria Hospital, Kirkcaldy.

Revenue budget allocated to Health Board:	£1.130m
Capital budget allocated to Health Board:	£18.664m
<b>Workforce Directorate Budget:</b>	£4.587m
Workforce Directorate Staff:	62.42 wte
NHS Fife Staff:	8,500 wte

#### Budgetary Responsibilities

In addition to assisting with management of the HR budget, the postholder is an authorised signatory for financial and payroll transactions as required. They can authorise salary placings in line with Conditions of Services which have an impact on other department / service's budgets.

### 4. ORGANISATIONAL POSITION



## 5. ROLE OF DIRECTORATE

The People & Culture Directorate provides leadership, direction and management on all aspects of staff governance, people management and the stewardship of our workforce policies, practice and systems across NHS Fife.

The People & Culture Directorate leads the organisation in the attraction, retention, and development of our workforce to enhance the individual and collective contribution of all our people to the delivery of high-quality patient care to the population of Fife and to ensure that the highest level of staff governance is adhered to in partnership with trade unions and staff representatives.

The Directorate is also responsible for the provision of people management and development advice and guidance for effective corporate management and strategic and operational decision-making.

## 6. KEY RESULT AREAS

- To lead, line manage and develop the People & Culture Directorate Team(s) ensuring high standards of delivery to meet local and corporate objectives covering all aspects of staff management, connecting teams, removing duplication and role model joined up working. Ensure flexible and responsive service provision across teams ensuring resources are deployed to maximum effect.
- As part of the Directorate's Senior Team, contribute to the development, implementation and achievement of the agreed Directorate priorities, workplan and objectives.
- Role-model Our Leadership Way, consistently demonstrating the organisation's values and inclusive behaviours. This includes leading with integrity, creating psychologically safe environments, and fostering a culture where all colleagues feel respected, heard and able to contribute. Champion equity, diversity and inclusion, set high standards of professional conduct, and act as a positive example for others embedding these behaviours across teams and influencing leaders to do the same.
- To provide operational / strategic HR leadership to workforce transformation initiatives which promote clinical and service excellence and financial balance in line with national and local plans.
- Act as a professionally qualified HR practitioner and actively contribute to the wider work of the People & Culture Directorate, ensuring the promotion and application of best practice in line with national policy, workforce standards, and local organisational guidance, i.e. leading local recruitment improvement initiatives aligned with national guidance on attraction and retention.

- Provide senior HR leadership within local working and implementation groups, sharing specialist expertise to support NHS Fife's objectives, enabling others to lead well, in line with the Annual Delivery Plan and Staff Governance Standard.
- To lead an agreed HR portfolio of work which ensures high quality staff governance and promote NHS Fife as an exemplar employer. To lead on the provision of assurance to all levels of the organisation up to Board level on key HR activity.
- As a senior HR leader build strong relationships, develop leaders, and create a culture where staff and their representatives are actively engaged and involved in shaping decisions and service improvements.
- Foster a positive climate of employee relations to sustain an effective partnership approach and develop and maintain good working relationships with representatives of Trade Unions and professional organisations which maximises staff engagement and partnership working in the planning and delivery of services.
- Co-ordinate the submission of papers and management reports on key priorities presenting information, analysis, advice and identify underlying trends and issues and make recommendations to inform corporate decisions and strategy, and to implement agreed actions. Understand and interpret the data and advise on solutions to complex problems.
- Deputise for the Associate Director of People & Culture on local and national working and implementation groups as required ensuring that Directorate representation is in place and that good practice is observed and maintained.
- To assist the business unit teams in addressing operational workforce plans with the planning for effective and efficient use of staff resources across all staffing groups, resulting in high quality and safe patient services and value for money.
- To lead on development and implementation of local workforce strategies / plans that reflect the business needs, identify opportunities for growth, including plans for redesigned services and alignment to the overall workforce plan.
- To ensure all clinical and managerial leaders within the business unit/s are supported and equipped with the skills, confidence and expertise on people management matters.
- To work with OD colleagues to develop and support a culture of continuous improvement, where there are high performing and motivated teams within the business unit, with agreed performance objectives and development plans in place which maximise and improve people management capability and creates a positive culture.
- To foster a culture of continuous growth and development by actively supporting team members' professional learning, capability-building and access to clear career pathways within the HR profession

- To anticipate and mitigate against Workforce risks within the business unit areas. To protect the Board's reputation, through proactive stakeholder engagement and in-depth understanding of service / operations and strategic planning.
- To analyse and interpret workforce data and develop and implement plans which respond to the required actions and improve the effectiveness of the workforce across the organisation.
- To support values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes.

## **7a. EQUIPMENT AND MACHINERY**

Predominately based in an office environment and is a designated Display Screen Equipment user. Use computer and other electronic devices to collect, collate and analyse complex information (generated by self and others) and process this to create and deliver presentations, reports, data and for purposes of communication, using relevant software.

Competent in the use of Microsoft Office packages, workforce and related systems and have a well-developed understanding of the way in which technology and digital software can support the delivery of efficient systems to discharge job demands and support the maximisation of digital and system benefits within the Directorate.

## **7b. SYSTEMS**

Work with organisational systems and processes to maximise the wider benefits and integrated approach are consistent across for the Directorate including:

- Complying with the requirements of internal and external audit.
- Complying with the requirements of the NHS Scotland Staff Governance Standard.
- Ensuring that manual and electronic staff records are maintained in line with the Data Protection Act and Freedom of Information legislation and responding to Freedom of Information (FOI) and Subject Access requests using AxLR8.

Required to use the following systems:

- MS Office systems, e.g. MS Teams, Word, Excel, Powerpoint.
- Electronic Workforce Information and Data Visualisation systems (current examples include TURAS, Tableau, eESS, Scottish Workforce Information System, NHS Education for Scotland Data Intelligence and Yellowfin). These systems both record information and enable reporting which contributes to organisational decision-making.

- Microsoft packages, e.g., Office (Excel, Word, and PowerPoint) and Power BI for producing reports, letters, presentations and training materials / resources.
- Creates and populates Excel spreadsheets and databases to record information. Manipulates data using formulae / sort functions.
- Electronic document storage systems and other systems, such as eRostering, SSTS, Webropol for iMatter, AxLR8 for FOIs and Subject Access Requests and respective interfaces.
- Finance procurement and purchase authorisation systems for management of relevant budget and resource expenditure e.g. PECOS.
- Datix for incident recording, maintenance of risk registers and production and review of Corporate and Workforce Risks.
- Finance procurement and purchase authorisation systems for management of directorate budget and resource allocation processes.

## **8. ASSIGNMENT AND REVIEW OF WORK**

There is a requirement to work autonomously with significant discretion in which to achieve objectives. Work will be reviewed on a regular basis informally and formally on an annual basis as part of a Personal Development Planning and Review process when objectives will be discussed and agreed. Advice, support and guidance is available, if required.

There is substantial freedom to plan and organise the workload. Working to tight deadlines, it is essential that work be prioritised effectively. There is a requirement to use extensive knowledge of theory, plus practical experience in order to achieve results.

There are specific inputs to high profile projects which have significant complexity and challenge. These include issues such as the implementation of new ways of working within HR, including integration across traditional teams, as required.

The implementation of ServiceNow and Regional Work programmes, embedding implementation support and improvement methodologies.

There is a need to apply initiative, judgement and discretion in deciding the appropriate action/s to be undertaken in fulfilling the role and to assess risk and escalate situations.

There are rarely simple solutions to issues that arise and it will be necessary to consider several options, most of which are contentious, often sensitive and complex, distressing and emotional, before decisions can be made about how to proceed.

Solutions are usually reached having considered several options most of which are contentious, highly sensitive and complex, distressing and emotional.

Take action and give advice to all levels of management, staff and trade union representatives, based on their knowledge, understanding and interpretation of complex employment issues.

## **9. DECISIONS AND JUDGEMENTS**

The post holder is the senior professional lead and advisor in relation to all Human Resources and workforce matters within the business unit/s being supported.

The post holder will be informed by the organisation's strategic aims and policy drivers and must be able to provide a range of solutions and interventions to achieve this.

The post holder is guided in the main by employment legislation and organisational policies. The post holder will often be expected to advise on decisions where no precedent exists or where there may be conflicts of opinion e.g. when advising on complex employee relations cases, or in circumstances where industrial action is threatened and disruption to service delivery is a possibility.

The post holder will be expected to analyse and advise on changes to terms and conditions of service which may have significant financial impact.

The post holder will play an integral part in analysing workforce data and will be accountable for the development of plans to meet service challenges including workforce change initiatives, efficiency savings plans, succession planning etc.

The post holder will identify service improvement opportunities for their area of responsibility and / or the wider People & Culture Directorate. This requires researching best-practice HR, in the NHS and other sectors, and conducting regular activity audits to gather evidence of current practice and performance against operational standards. HR Analytics and workforce information reports will be commissioned by the post holder and used in these reviews to support service improvements.

## **10. MOST CHALLENGING / DIFFICULT PARTS OF THE JOB**

Identifying and ensuring provision of solutions which meet the current and future workforce needs across a diverse and complex service, in the context of increasing financial pressure and rising public and patient expectation.

Transforming the stakeholder view of Human Resources provision by enhancing leadership capacity and managerial capability and accountability for people management.

The role requires constant assessment and re-assessment of priorities, while managing a wide range of activities that present considerable demands on time management, problem solving and decision making skills.

## 11. COMMUNICATIONS AND RELATIONSHIPS

The ability to communicate in a way which inspires, motivates and engages colleagues and staff is critical to the success of this role.

The highest level of persuasive and influencing skills will be needed to promote and develop an organisational culture that embeds effective ways of working and positive behaviours, and to show leadership and a behavioural approach which will promote the principles of dignity and respect for all patients and staff.

The post holder will be required to negotiate and present organisational change plans and the implementation of new ways of working where they are likely to encounter significant resistance and for which the highest level of communication skills will be needed to achieve acceptance.

The post holder will provide consistent senior specialist advice on ER matters in circumstances where the subject matter is complex (such as at Employment Tribunals), highly sensitive or highly emotive.

The post holder will be required to communicate effectively with a wide range of internal and external stakeholders recognising that they are representing the organisation and reflecting its culture and values:

### a) Within Own Directorate / Department

- Collaborating with the Director of People & Culture, Associate Directors, and colleagues across all functions to deliver cohesive and aligned People services.

### b) With Other Directorates / Departments

- Senior Officers of the NHS Board, including Executive and Non-Executive Directors
- Managers and Clinical Leaders
- Clinical and non-clinical staff
- Senior Members of their management team

### c) External To NHS Fife

- Senior Officers in partner organisations (e.g. local authorities, universities)
- Senior Officers in Scottish Government and other NHS Boards
- Regional Officers of trade unions/professional organisations
- Central Legal Office
- MPs/MSPs
- Members of the Public

### d) Trade Unions and Professional Bodies

- Local, regional and national trade union representatives

Communication will be face to face, electronic or in writing and range from individual to large groups.

## **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**

### **Physical Effort**

- The role combines periods in a busy office environment and extensive attendance at meetings both on and off-site.
- Excellent skills for accuracy e.g., reports, general correspondence.
- Standard keyboard skills.
- Occasional visits to staff at home.
- Occasional transportation of digital equipment and materials.

### **Mental Effort**

- Concentration is required specifically when reading and writing reports and management cases, interpreting national and local policies and preparing the long term strategic plan for discussion and agreement.
- Some work is pre-planned in relation to supporting strategy, but generally it is unpredictable.
- There are frequent interruptions by staff and/or managers asking for advice or guidance. In particular, interruptions are usually due to telephone enquiries of the same nature from staff or managers and happen on a very frequent basis. Reorganising priorities to deal with an interruption is a frequent requirement.
- Concentration is required when comprehending, understanding and advising on terms and conditions, policies and procedures in relation to specific queries / issues and ensuring advice given is consistent and in line with best practice.
- Required to deal with complex issues which require problem solving skills and must draw from postholder's own knowledge and experience to identify and recommend possible options and associated risks.
- Attention to detail is required when studying or checking reports, analysing and reviewing data, communications, correspondence etc.
- Responsible for utilising and supporting systems and processes in relation to services and auditing and monitoring the teams' use of these, to ensure effective and continuous improvements are made.
- Required to assimilate and deal with complex issues, which require analytical and problem-solving abilities. These issues can be spontaneous / ad hoc in nature, requiring the postholder to "think on their feet".
- Postholder deals with unpredictable workload, changes of priority and persistent and frequent interruptions via Teams, phone calls, staff and managers requesting advice or assistance through calls, e-mails, which can mean alternating from task to task, depending on nature and importance.

- Required to deliver training and presentations and answer any resultant questions.

### **Emotional Effort**

- Postholder is required to deal with staff across NHS Fife who may be upset / emotional, angry, demotivated, advising and supporting accordingly e.g., calls from family members regarding a death in service or salary changes missing the payroll deadline.
- May have face-to-face / virtual contact with staff who become aggressive or abusive, e.g., frustration at a loss of access to systems or perceived drawn out processes.
- May deal with sensitive issues with staff in respect of, for example, performance or personal concerns. Supporting and advising managers through people management decision making processes, with which they are unfamiliar, inexperienced, or nervous.
- Persuading and influencing managers to take a course of action to which they are resistant.

### **Environmental**

- Due to the emotive nature of the role and issues involved, the postholder is regularly subjected to aggressive verbal outbursts.
- Normal office conditions.

## **13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

### **Qualifications / Training**

- Educated or studying towards a master's level qualification in a related discipline or equivalent relevant experience.
- Membership of Chartered Institute of Personnel and Development (CIPD).

### **Experience**

- Substantial Human Resources experience at a senior level in the NHS or another large, complex multi-professional organisation including experience of strategy development, workforce modernisation and advising at Director / Senior Manager level.
- Demonstrable experience in influencing large scale workforce change / efficiency programmes including evidence of effective partnership working.
- Demonstrable experience of building relationships that have led to co-creating successful outcomes.
- Experience of successfully leading and delivering on Human Resource Projects.
- A proven track record of achievement in strategy and policy development and implementation.
- Proven ability to prioritise, meet deadlines and make best use of limited resources.
- Demonstrable experience of managing multiple priorities and a complex programme of work and significant experience of handling organisational change.

- Experience of staff management, covering all aspects of line management from recruitment of staff to the end of employment.

**Knowledge / Skills**

- Proven communication skills, particularly written and oral communication to a range of stakeholders.
- Knowledge of the current Human Resources agenda in the NHS.
- Ability to demonstrate integrity and effective leadership and management skills.
- A high level of analytical skills.
- Relationship-centred approach.
- Highly emotionally intelligent.
- Comprehensive understanding of complicated and detailed concepts, theories, practices and policies in order to achieve the desired results.
- Self-motivated, the ability to work without supervision, and the expertise to use initiative to achieve results.

Mandatory Induction Standards and Code of Conduct for Healthcare Support Workers – NHS Circular CEL(2010)23

Your performance must comply with the “Mandatory Inductions Standards for Health Care Support Workers in Scotland” 2009; and with the Code of Conduct for Health Care Support Workers, both as amended from time to time, which will be issued with your contract (further copies can be obtained from Human Resources). Failure to adhere to the Standards or to comply with the code may result in poor performance measures or disciplinary action and could lead to dismissal; or if you are self-employed, such failure will be deemed to be a breach of an essential term of your contract, allowing us to terminate with or without notice.

**14. JOB DESCRIPTION AGREEMENT**

A separate job description will need to be signed off by each jobholder to whom the job description applies.

Job Holder’s Signature:

Date:

Head of Department Signature:

Date: