

Role Profile

Role:	Employee Relations and Policy Manager
Directorate:	People
Salary Band:	Band 9
Post reference:	CEO59
Job Evaluation Date:	September 2026
Role statement of purpose:	To lead the operational delivery of TfGM's centre of excellence for employee relations, policy management and trade union engagement, providing strategic specialist leadership, robust governance and organisational insights so that employee relations and managed fairly, consistently, promptly and lawfully, the TfGM People-policy suite remains current and effective, and managers are equipped to fulfil their people management responsibilities.
Reports to:	Head of People Operations and Business Partnering

	Key Role Outputs (KROs) <i>these set out what must be achieved for the post holder to be successful in the role</i>	Key Actions <i>These set out how the KROs will be achieved – the activities required.</i>
1.	Leadership of a high-performing Employee Relations, Policy and Trade Union Centre of Excellence	• Lead, manage and develop the Employee Relations and Policy team, comprising Senior People Advisors and People Advisors. • Translate People Plan and organisational priorities into clear team objectives, service standards, work plans and individual accountabilities. • Allocate resources according to case risk, complexity, organisational priority, employee impact and team capability. • Establish clear decision rights, escalation routes and hand-offs between the centre of excellence, Strategic People Business Partners, People Business Partners, People Shared Services and Information, and other specialist teams. • Set and review individual objectives, provide regular performance feedback, coach professional judgement and maintain effective succession, resilience and development arrangements. • Create an inclusive, supportive and professionally challenging team culture that maintains high standards while recognising the emotional demands of employee-relations work.

2.	Employee relations casework managed fairly, consistently, promptly and to defined quality standards	• Establish and maintain TfGM-wide standards, case-management protocols, service expectations, prioritisation criteria and escalation thresholds for employee-relations casework. • Ownership of formal employee relations governance and complex casework, working in close partnership with Strategic People Partners and People Partners in their business-facing advisory roles. • Maintain strategic oversight of the case portfolio, intervening directly in the most complex, sensitive, high-risk or precedent-setting matters. • Introduce proportionate quality-assurance arrangements for investigations, hearings, correspondence, decisions, appeals, settlements and case closure. • Review case progress, evidence, procedural fairness, timeliness and legal risk, challenging delay or inconsistency and agreeing corrective action. Provide expert advice on complex disciplinary, grievance, capability, attendance, dignity-at-work, whistleblowing and other employment matters. • Coordinate TfGM's response to Acas early conciliation, employment tribunal claims and other external employment disputes, coordinating internal stakeholders, legal advisers and evidence as required. • Promote appropriate informal and early-resolution approaches while preserving access to fair formal processes. Acas requires issues to be handled promptly and consistently, supported by necessary investigation, an opportunity to respond, accompaniment and appeal.
3.	Employment-law compliance and employee-relations risk effectively governed	• Maintain authoritative and current knowledge of employment legislation, case law, statutory codes, regulatory guidance and relevant good practice. • Monitor and horizon scan employment- and assess the implications of proposed or confirmed changes for TfGM's policies, practices, systems, contractual documentation and management capability. • Provide authoritative, evidence-based advice to the Head of People Operations and Business Partnering, People Leadership Team, Directors and senior managers on significant employee-relations risks and options. • Define escalation requirements for cases presenting significant legal, financial, equality, employee-wellbeing, operational, industrial-relations or reputational risk.

		• Commission and manage specialist employment-law advice where authorised, critically assessing recommendations and translating them into practical organisational action. • Maintain appropriate records, controls and audit trails for decisions involving sensitive personal information, legal advice, settlement or litigation. • Identify systemic compliance weaknesses from cases, audits, feedback and legal developments and secure action from accountable owners.
4.	A current, coherent, accessible and effectively governed TfGM People-policy suite	• Own the policy framework, standards, governance route and forward programme for TfGM People policies and associated procedures, guidance, templates and process maps. • Complete and maintain an authoritative policy register recording ownership, version, approval status, review date, dependencies and implementation requirements. • Prioritise the initial review and updating of the existing policy suite according to legal, employee, operational and organisational risk. • Establish and manage a structured review cycle, supplemented by immediate reviews triggered by legislative, case-law, organisational, audit or material operational change. • Research and interpret legislation, Acas guidance, equality considerations, external practice, casework evidence, employee experience and organisational requirements when developing policy proposals. • Draft clear, inclusive and practicable policies that define purpose, scope, responsibilities, decision authority and the relationship with supporting procedures. • Provide specialist advice during consultation, manage equality-impact consideration (and data protection impacts where relevant), legal review, approval, publication, communication and implementation activity. • Maintain version control and a single authoritative source so managers and colleagues can readily identify and access the current policy and supporting material. Clear policies support consistent decisions, legal compliance and reduced ER risk.
5.	Constructive and effective trade union and industrial relations arrangements	• Build and maintain credible, professional and constructive working relationships with recognised trade unions and employee representatives. • Plan and coordinate monthly trade union engagement meetings, including agendas, papers,

		briefings, policy pipelines, actions and follow-through. • Lead or support consultation and negotiation on People policies, procedures and employment matters within delegated authority. • Provide specialist advice on collective agreements, consultation obligations, dispute resolution and the interpretation of relevant collective arrangements. • Identify emerging collective issues and industrial-relations risks at an early stage and develop proportionate engagement, prevention and resolution strategies. • Support the Head of People Operations and Business Partnering in developing TfGM's industrial-relations approach and deputise at trade union meetings and other relevant forums when required. • Ensure commitments, agreements, consultation responses and unresolved issues are accurately documented and communicated to accountable stakeholders. • Distinguish consultation from collective bargaining and apply the appropriate governance and authority in each circumstance. Acas describes consultation as genuine dialogue intended to inform decisions and collective bargaining as negotiation in which both parties take responsibility for the resulting agreement.
6.	Managers equipped and accountable to manage people confidently, fairly and lawfully	• Define the core employee-relations and policy capability required of TfGM managers at different leadership levels. • Use casework themes, policy queries, audit findings and stakeholder feedback to identify priority capability gaps. • Design and lead practical briefings, workshops, toolkits, process maps, templates, guidance and self-service resources covering employment-law obligations and effective application of TfGM policies. • Work with Organisational Development and Culture colleagues to embed relevant content within leadership, management and induction programmes. • Coach and constructively challenge senior managers handling complex or sensitive matters, while maintaining clear accountability for management decisions. • Evaluate whether learning has improved management confidence, procedural compliance, decision quality and early resolution, and refine interventions accordingly.

		Promote managers' ownership of day-to-day people management and timely engagement with the ER team when specialist advice is required. TfGM's existing management programme already identifies policy awareness and practical application as management-development needs.
7.	Robust, efficient and continuously improving ER and policy processes	- Ensure continuous improvement of and periodically review the end-to-end processes supporting People policies, from initial concern or request through decision, documentation, review, appeal and closure. - Map responsibilities, controls, information requirements, decision points, dependencies and hand-offs, removing duplication, avoidable delay and unnecessary activity. - Standardise core documents, correspondence, investigation and hearing materials, decision records, checklists and management tools while retaining scope for professional judgement. - Lead the development and effective use of secure case-management and workflow solutions, working with People Shared Services and Information and Information Systems colleagues. - Define service and quality measures and use performance data, user feedback, audit outcomes and lessons learned to test process effectiveness. - Maintain confidentiality, appropriate access controls, retention arrangements and compliance with data-protection and information-governance requirements. - Benchmark relevant practice and introduce improvements that strengthen quality, employee experience, consistency and value for money.
8.	Strategic employee-relations intelligence and decision support	- Define an employee-relations reporting framework covering case demand, type, stage, age, duration, outcome, risk, equalities considerations, recurrence and organisational themes. - Assure the completeness, accuracy, confidentiality and appropriate interpretation of case and policy data. - Analyse trends and root causes to identify emerging workforce, management, cultural, policy and organisational risks. - Produce concise, evidence-based reports, briefings and recommendations for the Head of People Operations and Business Partnering, People Leadership Team and relevant governance forums. - Provide analysis and proportionate recommendations to the Head of People Operations and Business Partnering.

		• Share relevant insight with Strategic People Business Partners and other People specialists to inform workforce, wellbeing, leadership, organisational-development and inclusion priorities. • Monitor delivery and impact of agreed actions and escalate material gaps or recurring risks. The proposed operating model specifically expects ER trends to inform policy and management interventions.
9.	Effective contribution to People Plan delivery and People Directorate leadership	• Lead strategic projects and workstreams relating to employee relations, policy, industrial relations and management capability. • Contribute specialist advice and constructive challenge to People Directorate planning, priorities, governance and service improvement. • Represent the People Directorate on relevant organisational working groups and governance forums. • Provide leadership continuity and deputise for the Head of People Operations and Business Partnering in agreed employee-relations, policy and trade union activities. • Manage competing operational, project and stakeholder priorities, making sound decisions within delegated authority and escalating matters with significant organisational implications. • Maintain professional knowledge and networks and promote evidence-based practice across the People Directorate. • Work across People Directorate boundaries to provide a coherent customer and colleague experience and support delivery of TfGM's People Promise.
Compulsory Outputs (COs) <i>these set out what must be achieved for the post holder to be successful in the role</i>		Key Actions <i>These set out how the COs will be achieved – the activities required.</i>
C1	Ensure you comply with all applicable organisational legislation and policy:	• Data Protection legislation. • TfGM Safety Management System, including applicable management responsibilities. • Bus Operator contractual-management requirements where applicable. • Dignity at Work policy. • Information assurance and security requirements. • Risk management requirements. • TfGM policies and procedures. • Equality and diversity legislation. • TfGM Vision and Values.

		• Act in accordance with TfGM's behaviours and competencies. • Maintain the confidentiality, security and integrity of sensitive employee-relations information.
C2	Any other reasonable duties as required from time to time	• Support wider People team with projects and programmes as required by TfGM appropriate to the scope and Band of the role.

Key Interdependencies

Key Contacts	• Head of People Operations and Business Partnering • People Director • People Leadership Team • Strategic People Business Partners and People Business Partners • People Shared Services and Information team • Wider People Team • Payroll & Pensions Team • TfGM Directors, Heads of Service and managers • Legal Services and external employment law advisors • Recognised Trade Union Representatives and officials • Information Governance, Risk, Assurance and Internal Audit colleagues • Occupational Health and Health and Safety colleagues • Acas and other relevant external bodies
Direct reports	Senior People Advisors People Advisors
Budgetary responsibility	None Responsibility for effective use of resources and any expenditure specifically delegated by the Head of People Operations and Business Partnering.
Location	TfGM, 2 Piccadilly Place, Piccadilly, Manchester, M1 3BG

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	Annalie Pearce September 2026				

Employee Relations and Policy Manager	
E	Essential Experience, Knowledge and Skills:
E1	Significant senior-level experience in an employee-relations, employment-policy or industrial-relations role within a large, complex and unionised organisation.
E2	Expert and current knowledge of UK employment law, Acas Codes and guidance, equality obligations and the legal principles governing individual and collective employment relationships, with evidence of translating these into practical organisational advice.
E3	Substantial experience of providing authoritative advice and leadership on complex, sensitive and high-risk ER matters, including investigations, hearings, appeals, organisational change, Acas conciliation and employment tribunal activity.
E4	Demonstrable experience of owning and improving an organisation-wide People-policy framework, including research, drafting, consultation, negotiation, approval, implementation, communication and review.
E5	Significant experience of building constructive relationships with recognised trade unions and employee representatives, including consultation, negotiation, collective problem-solving and dispute resolution.
E6	Proven experience of leading, managing, coaching and developing a professional People team, setting priorities and quality standards and managing fluctuating workloads and competing deadlines.
E7	Demonstrable experience of designing, governing and continuously improving ER or People-policy processes, controls, guidance, templates and case-management arrangements.
E8	Strong analytical capability, with experience of interpreting complex legal, casework and workforce information and presenting clear risk-based recommendations to senior leaders.
E9	Experience of designing and delivering management-development interventions, guidance and practical tools that improve managers' confidence, accountability and application of employment law and policy.
E10	Highly developed written, verbal, influencing, consultation and negotiation skills, with the credibility and judgement to advise, challenge and secure commitment from Directors, senior managers, trade unions and professional advisers.
D	Desirable experience:
D1	Experience within a public-sector, transport, safety-critical or politically governed organisation.
D2	Experience of leading the introduction or optimisation of an ER case-management, workflow or policy-governance system.
D3	Experience of mediation, facilitated resolution or another structured workplace-conflict resolution approach.
EQ	Essential Qualifications – Technical, Vocational or educational:
EQ1	Chartered Member of the Chartered Institute of Personnel and Development (MCIPD), or an equivalent recognised professional qualification demonstrating the level of specialist knowledge required for the role.
EQ2	Evidence of continuing professional development in employment law, employee relations, industrial relations or employment policy.
EA	Essential Attributes:
EA1	Demonstrates integrity, discretion and sound professional judgement when handling confidential, sensitive and high-impact matters.
EA2	Applies calm, balanced and evidence-based judgement under pressure, including where information is incomplete, positions are strongly contested or decisions may set precedent.
EA3	Provides visible, inclusive and supportive leadership, establishes clear expectations and develops others' confidence and professional capability.

EA4	Influences and constructively challenges at all organisational levels while maintaining trust, credibility and effective long-term relationships.
EA5	Approaches employee relations with fairness, consistency, empathy and respect while protecting TfGM's legitimate organisational interests.
EA6	Thinks strategically and systemically, identifying connections between individual cases, policy, culture, management practice, employee experience and organisational risk.
EA7	Maintains a customer- and outcome-focused approach without compromising legal compliance, professional standards or procedural fairness.
EA8	Uses a structured, methodical approach to policy governance, case assurance, risk management and continuous improvement.
EA9	Communicates complex legal, policy and employee-relations matters clearly, concisely and appropriately for different audiences.
EA10	Works collaboratively across organisational boundaries, manages interdependencies and supports collective People Directorate outcomes.
EA11	Demonstrates resilience and self-awareness and promotes appropriate wellbeing and professional-support arrangements within the ER team.
EA12	Actively role-models TfGM's values, behaviours and commitment to a safe, fair and inclusive culture.
DQ	Desirable Qualifications
DQ1	Postgraduate or specialist qualification in employment law, industrial relations, mediation or a closely related discipline.
DQ2	Accredited mediation, investigation or workplace-conflict resolution qualification.