

Head of Human Resources and Organisational Development

Grade SM1 (£50,795 - £62,474)

The postholder will manage the delivery of a professional Human Resources and Organisational Development service that adds value and delivers effective business-focused solutions as well as ensuring alignment of the delivery of the workforce function with the strategic objectives of the Children's Trust.

The postholder will partner with directors and senior managers to understand the business area's objectives and challenges, with a focus on identifying and enabling effective people management solutions through technical expertise, advice and professional, intelligent critique and influence.

Particular area of focus will be:

- The leadership & management development and the implementation of learning and development approaches to reflect best practice
- Advising on and managing people related risks to the organisation
- The development and delivery of dynamic recruitment and retention strategies
- Maintaining strong employee relations and
- Delivering professional learning and development interventions and strategies.

The postholder will develop and deliver strategies for the organisation's commitment to diversity & inclusion and to health & wellbeing as well as managing a diverse team of HR advisory, recruitment and learning and development professionals.

Accountability

This post is accountable to the Trust's Director of Finance and Resources.

Responsibilities

1. Customer Focus

Establish and develop a trusted customer-focused relationship with the Children's Trust board and senior leadership team to support the identification and delivery of service priorities, initiatives and agreed outcomes.

Provide expert advice and find creative people management solutions to complex organisational issues, putting the business requirements at the heart of the design and delivery of services.

Understand the impact and complexities of stakeholder and partnership arrangements applicable to both the specific business area, and the wider organisation.

Be responsible to Corporate and Service Directors for the quality of HR advice provided, actively seeking feedback and acting upon this to deliver continuous improvement.

Commission and use relevant management information to provide insight and intelligence to senior managers within the business area, ensuring the HR and OD team takes a proactive approach to identify and resolve people issues at an early stage.

Maintain the oversight and the quality assurance of the employee lifecycle within the assigned business area, including performance, recruitment, absence management, discipline, grievance, capability etc.

2. Transformation and business improvement

Take the overall HR and OD lead to support the strategic design, implementation, embedding and review of services across the Children's Trust to deliver fit for purpose structures within time and budgetary constraints.

Maintain a critical overview of change programmes, lead the HR and OD work streams within a programme providing direction to the team and advising on complex elements.

Ensure that risks are identified and managed, within a legal framework and the wider organisational context, and ensuring customer outcomes are achieved.

3. Service Delivery

Coach and lead the HR and OD team, ensuring performance is managed to deliver a high quality service.

Operate as part of the management team to provide leadership and positive professional challenge and so develop a flexible and resilient team.

Ensure the quality of professional advice and support in relation to dismissals, other terminations, unlawful discrimination, employment aspects of safeguarding children and vulnerable adults, grading, pay and equal pay issues.

Provide expert and pragmatic advice to ensure decisions taken by managers are well informed regarding safeguarding the employer's position or taking calculated risk.

Be an ambassador for the strategic direction of organisation, making sure that service plans in the business area supported take into account the organisational and local workforce strategy requirements and plans.

Provide Organisational Development expertise

Contribute to the development of the Workforce Strategy; monitor and evaluate the service provision to ensure service performance standards are met and the team delivers effectively and efficiently.

Provide strategic and operational advice on escalated cases, including appeals, work performance, disciplinary, grievance, absence management and whistle blowing cases.

Be accountable for employment tribunal cases, and in some instances provide direct advice on cases relating to senior staff or where professional advice on proposed settlement is required.

Advise on the shaping and evaluation of, and recruitment to senior roles, engaging external expertise as required and facilitating the recruitment process, including the design and delivery of assessment centres to meet service needs. Use professional experience to develop solutions for recruitment challenges.

Establish clear quality and practice standards for work undertaken by the team and ensure these are consistently achieved.

Review and develop practice to enable the HR and OD function to be agile and responsive whilst continuously improving performance.

Review HR management practice to ensure consistency with policy and advice, conditions of service and relevant legislation.

4. Organisational Design and Development

Represent the HR and OD team in cross cutting, organisation wide innovative work streams and organisational design pieces, drawing on technical expertise and professional judgement to inform and shape.

Work with senior managers to consider high-level and long-term training needs, skills gaps and talent management requirements, liaising with specialist colleagues to ensure that the business area receives the support they need to address these.

Regularly research and be alert to the professional agenda, what is happening in other areas of the organisation and other partners and any potential impact this may have.

Make sure that the key client's management team operates effectively and provide support to the Executive Director with regards to talent and succession planning for their senior team.

5. Embedding Cultural Change

To develop a range of interventions that will ensure the embedding of the culture and behavioural changes necessary to create effective leaders and managers; outstanding

and valued employees who have the capability to provide excellent services to customers and manage change effectively.

To be a champion for change, providing challenge for the status quo where service improvements can be identified.

Develop strategies and tools for the cascading and embedding of leadership and management behaviours incorporating these into learning programmes, plans and policies to drive through improved performance and customer satisfaction.

6. Employee Relations & Engagement

Lead the regular consultation meetings with the trade unions for the business area, ensuring that these meetings are scheduled, meaningful and solution-focused in order to promote a healthy employee relations climate, which delivers on organisational outcomes.

Develop and maintain healthy relationships with key parties on both the management and trade union sides to build mutual trust and respect.

Seek engagement from services through focus groups/engagement network. Establish a forum to create the environment for this to happen.

Person Specification

The requirements for the Head of Human Resources and Organisational Development role are outlined below and will be part of the selection.

Education & Qualifications

Essential

- Educated to Degree level or equivalent
- CIPD qualified to current Level 7 and MCIPD or equivalent

Desirable

- Management qualification
- Project Management Qualification
- Coaching/mentoring qualification
- Qualified to administer psychometric tests

Experience and Knowledge

Essential

- Proven track record of facilitating and supporting business change; must therefore be totally comfortable with, and an advocate of change, especially in driving through the re-positioning of HR and Learning and Development as a strategic partner.
- Extensive HR and/ or Organisational Development experience with in-depth knowledge and experience of case work and change management initiatives.
- Extensive knowledge of employment law
- Track record in leading and delivering training/learning interventions in support of organisation/people transformation and change programmes.
- Experience of working with senior managers and in a business partner model
- Extensive experience of handling disciplinary, grievance, ill health and redundancy issues
- Previous experience of analysing and interpreting management Information
- Up to date knowledge of current best practice in HR and Learning and Development
- Proven track record of finding creative solutions to a wide range of people management challenges.
- Ability to apply coaching and development techniques in a range of situations.
- Experience of facilitating workshops/events.

Desirable Requirements

- Management qualification
- Project Management Qualification
- Experience of policy development
- Experience of workforce planning, using management information effectively to support arguments.
- Experience of working in a large and complex organisation and advising on professional/skilled services
- Significant experience of working in a unionised environment.

Ability and skills

Essential

- Excellent communication skills, verbally and in writing.

- Strong interpersonal, consultative skills, with the ability to form effective working relationships with a wide range of audiences.
- Ability to apply coaching and development techniques in a range of situations.
- Able to offer risk-based advice to support decision making and to support a healthy appetite for risk
- Able to work effectively under pressure to find solutions.
- Able to design and deliver effective informal and formal presentation to individuals or groups that influence and achieve buy in.
- Evidenced and demonstrable influencing skills and ability to positively challenge across all levels of the organisation, particularly at a senior level.
- Must be a flexible, highly motivated self-starter, capable of working autonomously and also in a team.
- Highly results focussed but able to understand and respond to the concerns raised by others in an empathetic, constructive way.
- Ability to lead, motivate and empower team members and achieve high levels of performance and success.
- Has the personal qualities and skills that promote open and constructive working relationships with colleagues at all levels and managers.
- Working in an agile, flexible way and capable of utilising technology to deliver business-focused solutions.
- Confident in managing conflicting priorities and pressures through effective decision making
- Personal commitment to supporting equality and diversity in the workplace.

The post is predominantly office based but with extensive travel within and beyond the County boundaries. Some business area holders will also be required to undertake evening work on a very occasional basis.