Job title: Head of People Solutions Grade 14

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Our Vision

An innovative, ambitious and sustainable county, where everyone has the opportunity to prosper, be healthy and happy.

Our Outcomes

We want everyone in Staffordshire to:

* Have access to more good jobs and share the benefit of economic growth
* Live in thriving and sustainable communities
* Be healthier and more independent for longer

Our Values

Our People Strategy sets out what we all need to do to make Staffordshire County Council a great place to work, where people are supported to develop, flourish and contribute to our ambitious plans. Our values are at the heart of the Strategy to ensure that the focus is on what is important to the organisation and the people it serves:

* Ambitious – We are ambitious for our communities and citizens
* Courageous – We recognise our challenges and are prepared to make
courageous decisions
* Empowering – We empower and support our people by giving them
the opportunity to do their jobs well.

About the Service

People Services are responsible for the delivery of a range of People related activities including Organisational Development, Learning and Development, Employee Relations, Policy development, Reward, Resourcing, Change Management and Health, Safety and Wellbeing. People Services are also responsible for the development and delivery of the People Strategy, focusing on the four main pillars; Keeping and attracting talented People; Promoting a positive working environment, Developing skills for now and the future, and Developing leaders for now and the future. All that we do focuses on how we will develop the right culture, support and skills to keep making a difference for Staffordshire’s communities.

**About the Role**

Reporting to the Assistant Director for People, within Corporate Services, this critical role is responsible for the development, leadership and promotion of a range of strategic People initiatives in pursuit of the Council’s vision, values and People Strategy.

To lead and coach a team of subject matter experts, to create a Centre of Excellence for People Solutions, engaging with senior leaders and key stakeholders to encourage a proactive approach to diversity, inclusion and employee engagement.

To champion SCC’s People Strategy across the function and wider organisation, whilst also helping to shape and design the continuing evolution of this strategy.

As part of the People Services Leadership Team the role will provide leadership and direction within People Services to ensure alignment, clarity and customer focussed service delivery to our customers.

As a People leader, the role will make a significant contribution to the effective leadership of People Services and its strategy development as well as being a corporate leader within Corporate Services and a key member of the Council’s Operational Management Team (OMT).

**Political Restriction:** This position is considered as a Politically Restricted Post under the Local Government and Housing Act 1989 and subsequent amendments introduced by the Local Democracy, Economic Development and Construction Act 2009.

Reporting Relationships

Responsible to: Assistant Director for People

Responsible for: Pay & Reward Manager, Strategic Resourcing Manager, Learning & Development Manager, OD Consultants, Workforce Analyst, Service and Systems Improvement Manager

Key Accountabilities:

1. Create and Lead People Solutions, a team of subject matter experts with responsibility for developing and leading the Council’s approach to developing a high performing and flexible workforce, attracting and retaining talent, supporting learning and development, developing inspirational and effective leadership, whilst creating a culture of wellbeing and engagement with inclusion and belonging at the core.
2. Work closely with and influence senior stakeholders to lead, promote and shape the People Strategy creating a vision and delivering the Employee Value Proposition for the Council.
3. Lead and develop a high performing Centre of Expertise for the Council’s strategic people agenda, responsible for providing expert advice, guidance, challenge and support to managers on a range of Strategic People issues, ensuring that the service provided is focussed on delivering excellent customer service, and innovative and effective business solutions.
4. Ensure that all strategy development and implementation, including expert advice and support is based on a thorough understanding of business need, balancing risk and other factors to give the customer the most effective solution to any people management issue.
5. Provide a business focussed strategic consultancy service that provides professional HR&OD expertise to all managers across the council that enables transformation of services in line with SCCs strategic outcomes and enhances individual and collective performance as well as SCCs status as an employer of choice.
6. Drive visibility, accountability and ownership of the strategic people agenda, providing professional insight and sharing business intelligence with the People Leadership Team to influence and shape the People Strategy and ensure all People initiatives and frameworks meet the needs of the business.
7. Act as expert advisor to senior leaders on all strategic People related initiatives and shape senior leadership thinking by acting as a change agent providing a people centred and cross-organisational perspective.
8. Drive positive employee engagement developing strategies and approaches to support the creation of highly performing teams.
9. Creation of a unique employer brand aligned to the Council’s vision and values and liaise closely with the Head of Communications to lead and shape the Council’s internal engagement strategy.
10. Lead on the delivery of strategic and operational pay and reward including ongoing single status requirements that balance commercial and legal requirements, ensuring equal pay is maintained across the organisation in line with legislation.
11. Lead on employee and manager self-service, HR system development and utilisation and the management of the Council’s transactional HR service supplier in conjunction with the County Treasurer enabling business outcomes to be delivered.
12. Lead on Workforce planning and skills gap analysis to inform the resourcing and learning needs of the organisation.
13. Lead on the provision of Learning and Development to the organisation, ensuring a robust and comprehensive suite of relevant and accessible learning is available across the council.
14. Develop and ensure delivery of the council’s Apprenticeship Strategy and plan to successfully meet the needs of the organisation whilst maximising use of the apprenticeship standards and associated levy funding.
15. Lead on Equality, Diversity and Inclusion developing strategies to support the Council to develop an inclusive and welcoming culture.
16. Lead on Organisation Development for the council, specifically focused on developing strategies to embed the values and SMART working.
17. Work closely with SLT and WLT to establish approaches to develop Leaders for now and the future.
18. Lead on People Insight and Management Information, providing insightful and accurate management information to senior managers that create engagement and accountability. And also ensuring all compliance reporting is completed accurately and to deadline.
19. Evaluate the impact of People strategies and intervention against the People Strategy to ensure defined outcomes are achieved.
20. Lead on the implementation of Council wide People initiatives across the Council, promoting best practice.
21. Support the Assistant Director for People to ensure that the Council’s Pensions Employer responsibilities are met.
22. Responsibility for managing the design, commissioning, procurement and renewal of all People Services contracts, monitoring KPIs and resolving any service delivery issues. Contract manage several high value (range up to £7m spend) and high profile contracts to ensure effective delivery of a range of People services and value for money.
23. Ensure that all relevant policies, procedures and initiatives are legislative and regulatory compliant. Act as lead Counter-signatory for DBS.
24. Support the delivery of the Council’s Strategic Plan providing leadership and strategic advice and support to senior leaders on People solutions which are customer, service and business focussed.
25. Develop strong relationship with Corporate Services colleagues; maximise “intelligence” and knowledge through collaborative working relationships across the Directorate and wider organisation.
26. Lead, manage and develop a team who work well with others and can elicit trust and have professional credibility.
27. Create a culture of accountability ensuring ownership for improvement and learning across the function and wider organisation.
28. Provide leadership, advocacy and expertise on Equality, Diversity and Inclusion. Ensuring EDI is integral to the work of the function and adheres to all legal and mandatory requirements. Be responsible for ensuring that team members have a deep understanding of EDI to inform their work.
29. Work as an active member of the People Services Leadership Team providing visible leadership across the function and taking accountability for the success of the People Operating Model.
30. Work with People leadership Team colleagues to continue to develop and drive the implementation of the Council’s People Strategy and shape the operating model for People Services to deliver first class, customer centric operational and strategic People services for managers and staff.
31. Contribute to the leadership and management of the Council as an active member of the Operational Management Team (OMT) to ensure that there is strategic coherence and effective prioritisation in delivering the Council’s strategic outcomes.
32. Responsible for the Learning and Development, Resourcing and OD budget.
33. Deputise for the Assistant Director for People as required.

This post is designated as a casual car user.

# Service Accountabilities

1. Coach and influence leaders across the organisation to build trust and cohesion and to consider the ethical impact of their decisions in the short, medium and long term.
2. Role model and promote ethical leadership, professional principles and values across the service and wider organisation.
3. Visibly role model your own professional development and promote a learning culture. Ensure continuing, personal and professional development, taking ownership and accountability for staying up-to-date and professionally registered with the CIPD.
4. Champion the People Service and Strategy, driving discipline to support the People Services Operating Model including feedback and continuous improvement.
5. Develop strong and effective working relationships with colleagues from across People services, sharing knowledge and information to ensure the delivery of an excellent service to our customers.
6. Horizon scan and keep abreast of emerging case-law, national developments, legislation and best practice to identify, analyse and report on any potential implications and developments for People strategies, policy and procedures.
7. Develop and maintain external networks, promoting a positive image of the Council in dealing with a wide range of local, regional and national issues.
8. Act as a professional exemplar at all times.

**Professional Accountabilities:**

The post holder is required to contribute to the achievement of the Council objectives through:

**Financial Management**

Personal accountability for delivering services efficiently, effectively, within budget and to implement any approved savings and investment allocated to the service.

**People Management**

Engaging with People Management policies and processes

**Equalities**

Ensuring that all work is completed with a commitment to equality and anti-discriminatory practice, as a minimum to standards required by legislation.

**Climate Change**

Delivering energy conservation practices in line with the Council’s climate change strategy.

**Health and Safety**

Ensuring a work environment that protects people’s health and safety and that promotes welfare, and which is in accordance with the Council’s Health & Safety policy.

**Safeguarding**

Commitment to safeguarding and promoting the welfare of vulnerable groups.

The content of this Job Description and Person Specification will be reviewed on a regular basis.

**Person Specification**  A = Assessed at Application

I = Assessed at Interview

T = Assessed through Test

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| **Minimum Criteria for Disability Confident****Scheme \*** | **Criteria** | **Measured by** |
| **employer_small** | **Qualifications/Professional membership*** Educated at least to degree level with evidence of a commitment to continuous professional development
* MCIPD
* Relevant professional qualification or equivalent to demonstrate strong knowledge and understanding of professional field including HR Strategy, Organisational Development, people and organisational transformational change
* Membership of CIPD
* [CIPD Profession Map:](https://peopleprofession.cipd.org/Images/full-standards-download-v2_tcm29-50113.pdf) This position is working at a Chartered Fellow level of the CIPD Profession Map which will be used to develop the post holder and assess performance
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| **employer_small** |  **Knowledge and Experience*** A minimum of 5 years’ experience of working at a senior level in a complex unionised and political environment, ideally the public sector or ability to demonstrate understanding of and a motivation for public sector values
* Substantial high-level relevant professional background and experience in a large complex organisation and proven credibility in the field
* Significant people management experience across a broad range of Strategic People & Organisational Development agendas
* Experience of providing high level expert advice and guidance to senior clients, managers and colleagues.
* Experience of producing and specifying HR & OD interventions with proven business benefit in a high performing organisation
* Experience of analysing business performance to identify relevant HR/OD interventions
* Proven experience of leading a team of subject matter experts across the employee lifecycle including Employer Brand, Strategic Resourcing, Recruitment, Reward, L&D, OD, Data and Insight
* Expertise in a at least two of the subject areas: Resourcing, Reward, HRIS, Insight, L&D, OD
* Up to date knowledge of theory and best practice in

Organisational Development, Strategic HR and Employment law/legislation * Significant experience of delivering to a vision through others
* Knowledge and experience of Strategic workforce planning in a complex organisation.
* Demonstrable experience of successfully negotiating and managing multiple contracts across a broad spectrum of People services.
* Significant experience of leading major people and organisational change programmes within a complex system
* Extensive and successful relationship management and consultancy experience, both breadth and magnitude, at a senior HR & OD level.
* Substantial experience of working in partnership with Directors and senior leaders to develop appropriate HR/OD interventions to improve organisational performance
* Experience of leading projects and managing a complex workload and conflicting demands
* Experience of contributing and influencing strategic discussions and decision making; including the development of business plans with a particular focus on strategic people implications
* Excellent knowledge of how to align HR & OD with business objectives
* Fundamental understanding of the impact of organisational culture on engagement and performance
* Thorough understanding of the challenges facing the public sector and Staffordshire County Council in particular, coupled with financial and commercial awareness
 | A/I/T |
| **employer_small** | **Skills*** Demonstrable leadership and people management skills; coaching leadership style
* Ability to lead, develop and engage staff through the creation of a diverse, inclusive, motivational environment. Lead and deliver sustainable collective high performance through inspirational

leadership the setting of clear priorities and a strong approach to performance management * Strategy development
* Strong contract management and negotiation
* Ability to think strategically within complex organisation and wider system
* Strong collaborator and alliance builder and champion of People Services across the Council.
* Ability to act and think at a strategic level taking account of service/operational needs
* Highly articulate and able to communicate effectively at all levels, both orally and in writing, including presentation skills
* Ability to deliver business objectives whilst successfully managing pressures arising from competing priorities, demands and pressures
* Leads as a trusted partner to senior leaders
* Coaching leadership style
* Politically astute and able to operate successfully in a complex political environment
* Ability to use evaluative judgement, applying and building on concepts and principles.
* Creative and able to develop innovative solutions to new and intransigent issues
* Ability to make connections across diverse areas of work, identifying issues that need to be resolved.
* Analytically curious and evidence based in thinking with excellent problem solving, interpretative and analytical skills
* Strong performance improvement ethos and business acumen; programme management and resource management skills, effective matrix working
* Ability to work with, analyse and present data and MI in order to influence stakeholders to make informed business decisions
* Tenacious and resilient with the ability to drive strategy in to action
* Adaptable and skilled in navigating ambiguity.
* Ability to provide “outside the box” yet business focussed and risk aware
* Natural interest and empathy for people psychology and performance
* Evidence of integrity and sound judgement
* Advanced ICT skills and competent in the full suite of Microsoft applications

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**** If a disabled person meets the criteria indicated by the Disability Confident scheme symbol and provides evidence of this on their application form, they will be guaranteed an interview.

We are proud to display the Disability Confidence Symbol, which is a recognition given by Job centre plus to employers who agree to meet specific requirements regarding the recruitment, employment, retention, and career development of disabled people.

If you need a copy of this information in large print, braille, another language on cassette or disc, please ask us by contacting

Talent & Resourcing Team 01785 278300