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| <b>JOB TITLE:</b>              | <b>DIRECTOR OF HUMAN RESOURCES,<br/>ORGANISATIONAL DEVELOPMENT &amp; ADMINISTRATION</b>   |                          |  |
| <b>GRADE:<br/>JOB CODE:</b>    | JNC   | <b>SERVICE<br/>AREA:</b> | Human Resources,<br>Organisational<br>Development, &<br>Administration |
| <b>REPORTS TO:</b>             | Executive Director<br>Resources and<br>Transformation   | <b>LOCATION:</b>         | All locations  |
| <b>SPECIAL<br/>CONDITIONS:</b> | <ul style="list-style-type: none"><li>• Working outside of standard office hours will be required.</li><li>• There is a requirement to work flexibly at all times with due regard to prevailing workloads and priorities. Attendance at evening and other out of hour meetings as required including cabinet, council, scrutiny council and other relevant meetings.</li><li>• Politically restricted post, as per Local Government Officers (Political Restrictions) Regulations 1990.</li><li>• To act as the lead officer in all employment related activities</li></ul> |                          |  |

*At Walsall Council, we believe that people are at the heart of everything we do. In our work, the way we listen and respond to our customers and colleagues will determine the way we grow and bring Council's vision to life. To succeed, we must push the boundaries of customer service and added value - outstanding is the new standard and the new routine. Using evidence-based insight into solving problems, managers will create an environment that provides opportunities for all individuals and communities to fulfil their potential.*

*As leaders of people, managers will:*

- *Work collaboratively to develop strong working relationships and provide a bridge between the council and the communities it serves;*
- *Embrace change and strive for improvement continuously;*
- *Provide value for money to ensure services are delivered in a timely fashion, combining sustainability with quality;*
- *Challenge the status quo, enable and empower, act with integrity.*
- *Together, they will deliver services that the people of Walsall will be proud of.*

## **1. Corporate duties and accountabilities:**

- Every member of staff has a responsibility in the field of safeguarding and a duty to adhere to the procedures set out in the Corporate Safeguarding Policy.
- The post holder will comply with and promote the Council's Health, Wellbeing and Safety at Work policies and ensure these are implemented effectively within his/her areas of responsibility.
- Through personal commitment and clear action, the post-holder will promote the Council's employment policies, with particular reference to diversity, equality of access and treatment in employment, service delivery and community involvement. To support/develop a working culture within these services that reflects the corporate vision.
- Ensure that the services provided aligned to the Council strategy, vision, aims, objectives, priorities and continuous improvement programme and play their part in achieving these. This includes compliance with Standing Orders, Financial Regulations, Code of Conduct and the Councils Policies and Procedures.
- This job description sets out a summary of the duties and accountabilities of the role. It is not intended to be exhaustive.

## **2. Main purpose of the job role:**

- The transformation programmes and the council's priorities will see major changes to the way in which the council operates, the services they deliver and the culture across the entire organisation. The Director of HR, OD, and Administration will be the strategic leader for achieving change within the whole workforce. The post will design and develop key strategies on a corporate level to meet the needs of the council for present and future stability.
- Strategic lead for the development of an organisational wide Workforce Strategy, ensuring alignment of supporting strategies relating to engagement and partnership working, recruitment, terms and conditions, workforce development and learning and development which shapes organisational culture and reflects the vision, values and principles of the organisation.
- Oversight of the organisation's culture.
- Responsibility for the organisation's talent functions and culture.
- Work with Elected Members, Council Directorates and partnership organisations to ensure workforce and organisational development and to support the Executive Director in leading the development and implementation of a transformational approach to service design within the Directorate aligned to the Council's Corporate Plan.
- To lead and direct the Administration function across the whole of the Council

- Enable the successful implementation of organisation strategy by bringing together all parts of the organisation to make sure “the system” operates at its best combining both the “hard elements” (structures, systems, policies, and metrics) and “soft elements” of an organisation (culture, values, behaviours) in relationships into a wider integrated “ecosystem”
- Responsible for Expenditure Budget of £15m  
Income budget of £1m  
Staffing number 350

**3. Role specific duties and accountabilities:** *please refer to [role of the manager](#) detail or advice & guidance document*

#### ***Horizon Scanning***

- Develop long term strategies for future service needs that meet the legislative, Human Resources & Organisational Development challenges, and ambitions of the Council taking account of the external environment and internal factors.
- Identify own and manage risks arising from strategic and operational plans within area of responsibility. Advise stakeholders on risks and issues related to regulations and standards and investigate any areas for concern, implementing policies to support the delivery of council objectives and plans which comply with all relevant legislation and statutory requirements
- Develop & maintain a fit for purpose workforce strategy, HR policies, and Administrative function
- Advise Corporate Management Team on legislative changes affection the functions assigned to the post holder

#### ***Leading People***

- Embed the Councils values and behaviours across the workforce leading by example
- Ensure employees of the council are developed and supported to create a high performing and innovative organisation and to enable them to each acquire competencies to deliver services in to national and local standards.
- Manage the selection and deployment of people for whom the job holder is responsible to maximise their contribution to achieving corporate and team goals.
- To promote the development of a confident learning culture within all service areas for which the job holder is responsible, including the requirement that all staff have and achieve their personal/professional development plans that are integrated with their Annual performance conversation.
- To work with managers and Trade Unions to secure and maintain positive employee relations.
- To deliver high performing services that consistently demonstrates its value through a strong contribution to service for our customers.
- To ensure that the Council acts within the law in relation to employment, equalities and health and safety

- To provide visible, collaborative personal leadership as a member and strategic partner to the Council's senior leadership team

### ***Managing Resources***

- To provide strategic leadership and management including professional and operational responsibility for the management and budgetary control across the Post Holders area of responsibility, ensuring an efficient and effective service to managers and staff.
- To negotiate and/or manage the financial resources required to support the Business Plan and to manage service provision within the allocated budget. To manage the effective planning, deployment and control of the resources available so as to enable the achievement of agreed targets, objectives and standards. To restructure services as necessary to ensure resources are deployed to optimal effect.
- To maximise opportunities for external funding in so far as these are compatible with agreed Business Plans and corporate objectives.
- Ensure Walsall Council is an "Employer of Choice" with a strong employer brand, able to attract and retain high quality staff, with the agreed values and behaviours

### ***Managing Performance***

- Manage the selection and deployment of people for whom the jobholder is responsible to maximise their contribution to corporate and team goals.
- To manage the performance of the service team(s) for which the jobholder is responsible, and to respond and deal with weak/poor performance. To develop appropriate performance indicators as required.
- Redevelop and streamline people management process based on lean methodology to ensure an accessible straight forward in digital approach for the user
- Ensure fit for purpose policies, engagement, systems, and procedures are in place
- Ensure that systems are in place and key metrics are further-developed to evaluate and review performance against the key workforce development themes of relevant policy and organisational strategy.

### ***Managing Self***

- Maintain high levels of knowledge and expertise through CPD networking with other professionals, constantly striving to improve.
- The post Holder is responsible for his or her own self-development on a continuous basis at the developing and maintaining his substantial quantity of up to date knowledge of the specialist area and detailed generalist knowledge across a wide spectrum of related fields comma and asset fully expected to undertake suitable development and training.

- to enhance own performance working constructively with their line manager to identify personal strengths and agreeing actions in relation to development needs

#### **4. Key Stakeholders and reporting lines**

- Reports to the Executive Director for Resources and Transformation
- Executive Directors, elected members, senior managers from across the council, Trade Unions and partner organisations
- Elected members to work with members to assist in their understanding and engagement of services and to provide them with appropriate support and advice
- Community stakeholders to build and develop effective relationships with a variety of stakeholders including business and enterprise organisations voluntary sector groups and partners

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| Using the Job Description consider what essential behaviours, abilities and knowledge are required by a person to perform each of the main activities and accountabilities of the job safely and effectively.   | Indicate when Assessment is possible: at Application form =A interview=I both=A/I test = T | <b>WEIGHT CODE</b><br>shows relative importance<br>Low=1<br>Medium=2<br>High=3 |
| <b>Behaviours:</b> refer to corporate behaviours document   |  |  |
| <b>Professionalism</b> - Actively seek ways to prevent over-complication or confusion of service delivery through innovation, being open to change and the removal of barriers including challenging negative behaviours.   | I  | 3  |
| <b>Leadership</b> - Leads by example, optimising those resources allocated, Communicates clearly taking account and welcoming feedback. Takes a positive and resilient approach to change understanding the longer-term vision of the Council and/or service areas.         | I  | 3  |
| <b>Accountability</b> - Adopt a 'can do' attitude in the work that I deliver taking accountability for my own performance and development and responsibility for my actions and decisions. I will demonstrate inclusivity and promote the values of diversity and equality. | I  | 3  |
| <b>Transparency</b> - Work with others to reach a common goal; sharing information, supporting colleagues and searching out expertise and solutions from relevant partners and/or communities we serve.   | I  | 3  |
| <b>Ethical</b> - Aware of own impact on others through valuing openness, treating everyone with respect and listening carefully to understand the views of others in order to build trust.  | I  | 3  |
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| <b>Abilities/Skills:</b> (refer to JE guidance document)  |  |  |
| Ability to deliver programmes and projects that cut across organisational boundaries and deliver improved outcomes for the council  | A/I  | 3  |
| Strong leader and corporate player who is resilient, robust and is committed to the highest professional standards.   | A/I  | 3  |
| Ability to anticipate issues, make the best decisions for the council, with competing priorities, resources and in the context of a range of approaches   | A/I  | 3  |

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| Ability to operate sensitively in a political environment to develop relationships with all Members that commands respect, trust and confidence  | A/I | 3 |
| Ability to relate to and win the confidence, trust and respect of employees and partners   | A/I | 3 |
| Ability to manage a diverse workload and heavy demands whilst adhering to tight timescales   | A/I | 3 |
| Excellent leadership, coaching and management skills that encourage commitment from others and promote a positive, motivated service culture   | A/I | 3 |
| Ability to analyse data, issues, patterns and trends over time and to use this in service planning and delivery  | A/I | 3 |
| Ability to engage with and relate to key partners and stakeholders, other public sector bodies and private organisations in a way that benefits the council and delivers results   | A/I | 3 |
| Ability to deliver fundamental workforce and organisational transformation improvements that will enable the council to deliver more effective outcomes  | A/I | 3 |
| Ability to build and present concise and effective presentations and reports   | A/I | 3 |
| The ability to challenge customary practice and bring forward alternative ways of working that better meet our customers' needs and make better use of resources   | A/I | 3 |
| Organisational skills – personal efficiency, time management skills and the ability to prioritise competing demands are key.   | A/I | 3 |
| Commercial acumen – will be increasingly involved in strategic decision making within the business as an influencer. Being able to understand the Council's finances, resourcing and the ultimate aims of the organisation is important. | A/I | 3 |
| <b>Knowledge/Experience:</b> specify type, level and qualitative (not quantitative required); if any.  |     |   |
| Sound knowledge of the range and application of human resources policies and procedures  | A/I | 3 |
| In-depth knowledge of employment law and the ability to quickly grasp the implications of emerging law   | A/I | 3 |

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| An excellent track record of achievement within Workforce and Organisational Development at a senior level with a large, complex environment   | A/I | 3 |
| Demonstrable success in leadership and management, leading the formulation and delivery of objectives, policies and strategies   | A/I | 3 |
| Highly developed specialist knowledge across the range of work procedures and practices underpinned by theoretical knowledge and relevant practical experience, e.g. organisational design and development, business planning, workforce information, planning, management, service and workforce redesign, coaching, advanced facilitation, leadership and management | A/I | 3 |
| An in depth understanding of recruitment and Pay & Grading principles and processes  | A/I | 3 |
| An excellent track record of building internal and external relationships which deliver and work across organisational boundaries  | A/I | 3 |
| An understanding of local government, the national political context within which it operates and the current challenges and opportunities   | A/I | 3 |
| A track record of leading and delivering change and service improvement at a senior level in a large, complex organisation that leads to the improvement of outcomes   | A/I | 3 |
| Experience of providing leadership guidance and support to Directors and Elected Members, colleagues and partners to enable effective decision making and the highest standards of corporate governance  | A/I | 3 |
| Experience of establishing and maintaining a strong and effective performance culture that is responsive and customer focused.   | A/I | 3 |
| Experience of working with staff, their representatives and Trade Unions   | A/I | 3 |
| Evidence of continuous professional development  | A/I | 3 |
| <b>Qualification:</b> Specify any qualifications that are a minimum requirement, please include any equivalent qualifications that would be deemed acceptable or if this can be obtained through on the job experience.  |     |   |
| Educated to degree level or equivalent relevant experience   | A   | 3 |
| Member CIPD  | A   | 3 |
| Post-graduate leadership or management qualification   | A   | 3 |



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| <b>Other Essential Requirements</b>                                |  |              |   |
| An awareness of, and commitment to, equality of opportunity        |  | 1            | 3 |
| Awareness of, and commitment to, confidentiality and handling data |  | 1            | 3 |
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| <b>Prepared by:</b>  |  | <b>Date:</b> |   |