



Cumberland Council

Post Specification

Date	15 th January 2024
Post Group Number	8089
Post Title	HR Advice, Policy and Change Manager
Job Family	Organisational Support
Job Family Role Profile	OS15
Final Grade	Grade 15

To be read in conjunction with the job family role profile

Service Area description

The Human Resources and Organisational Development service incorporates the Human Resources (HR) and Organisational Development (OD) Operational Service, OD, Training, Wellbeing, Workforce Planning, Employee Relations and HR Business Partnering Services.

It delivers professional and enabling HR/OD services that are aligned to the strategic priorities of the Council's Strategic Plan. The service provides comprehensive support to employees, managers, Trades Unions and strategic partners to support the full employee lifecycle: attraction, recruitment, onboarding, development, retention and exit/leaving.

Purpose of this post

- Reporting to the Workforce Planning & Employee Relations Manager, you will oversee all aspects of HR Advice and HR/OD policy development and manage the HR Advisory Team
- You will work with the HR Business and Change Partners to ensure organisational change work is resourced appropriately and may lead complex, higher risk and larger scale organisational change
- Support the HR/OD Management Team to provide leadership and vision within the HR/OD service to ensure delivery of a quality and high performing HR/OD service to internal and external customers
- To provide matrix management to roles across the HR/OD service e.g. roles across the HR/OD service who are supporting organisational change work you are leading
- To support the Director of Business Change and Transformation in meeting the Armed Forces Covenant requirements

Job Context

- Work closely with the Workforce Planning & Employee Relations Manager and the AD for HR/OD, to be instrumental in the delivery of an effective employee relations and HR advice service across the Council
- Provide complex HR/OD advice, support and resolutions relating to employee relations/HR case work, people and organisational change

- Work with the HR Strategic Business Partners to develop and implement local plans and strategies to address complex employee relations/HR case work, e.g. reducing sickness absence
- Be responsible for HR/OD policy development, review and implementation
- Lead complex organisational change that spans one or more Directorates and may also include working with OD colleagues on aspects of change such as skills and people development, staff engagement, ways of working, the behavioural aspects of change, etc.
- Act as a trusted advisor to managers; sharing team and personal feedback with them
- Educate and coach managers on employee relations/HR case work
- Proactively supports managers on difficult people issues, pulling in other HR/OD capability and capacity

Key job specific accountabilities

Strategic Management

1. To support the Workforce Planning & Employee Relations Manager in delivering specified elements of the Council's and Directorate(s)' strategic direction e.g. ensuring relevant policies are fit for purpose
2. Work with the Workforce Planning & Employee Relations Manager to develop a council wide approach to proactively manage absence management and reduce sickness levels
3. Work with the HR Strategic Business Partners to develop and implement local plans and strategies to address complex employee relations/HR case work, e.g. reducing sickness absence
4. Work with Trade Unions and key stakeholders to develop and implement a plan to review HR/OD Policies
5. Support council-wide organisational change, as required

Service Delivery

1. To act as a deputy for the Workforce Planning & Employee Relations Manager for work relating to HR Advice and HR/OD policy development, attending relevant meetings and alternating attendance with their other direct reports at the HR/OD Management Team meetings in their absence
2. To provide guidance and advice on Employee Relations and HR/OD policies
3. To have detailed knowledge of all employee relations matters across the Council, and ensure the AD for HR/OD and the Director for Business Change and Transformation are kept up to date on all complex cases
4. Ensure that the Director of Business Change and Transformation, the AD for HR/OD and the Workforce Planning & Employee Relations Manager are aware of relevant Trade Union issues
5. Arrange and co-ordinate the HR/OD Policy Working Group

6. As required, manage complex, higher risk and larger scale HR/OD organisational change across a range of services within the council and, at times, across the whole organisation and partner organisations. This will mean you will -
 - Facilitate, with relevant managers and in conjunction with the HR Strategic Business Partner and the Project Management Office, the scoping and delivery of work in line with service/organisation strategies, ensuring coverage of all relevant aspects of organisational change. Whilst the majority of the role will focus on the 'technical HR' aspects of organisational change, where appropriate this will broaden out to include OD elements too (in conjunction with the OD, Training & Wellbeing Team). Work may therefore include -
 - o Organisation design/structures
 - o TUPE transfers
 - o Relocations
 - o Changes to Terms and Conditions of Employment
 - o Workforce flexibility and mobility
 - o Learning & skills requirements/supporting building of capability
 - o Leadership & management development
 - o New ways of working
 - o Behaviour, values and culture
 - o People engagement strategies
7. Provide progress reporting on work to the relevant member of HR/OD Management Team e.g. the OD, Training & Wellbeing Manager for work related to behaviour, values and culture
8. To work with colleagues in the Training Team to ensure appropriate training is in place on relevant matters relating to HR Advice/Employee Relations and HR/OD policies
9. Work with the Director of Business Change and Transformation to ensure that the council meets the requirements of the Armed Forces Covenant
10. Work collaboratively with colleagues across the HR/OD Service to meet the needs of the council
11. To adapt to changing priorities within the Council, the Cumberland System and the wider public sector e.g. flexibility to support different customers as current services evolve over time
12. To challenge and support Council leaders to adopt sound people approaches which enable the council to transform and deliver savings targets

Continuous Improvement

1. To support improvements that develop HR/OD services and customer satisfaction
2. To keep up to date with changes in employment law and Employment Tribunal outcomes, liaise with Legal to confirm their impact, update relevant policies and provide briefings on the changes to key stakeholders
3. Challenge and support managers according to the needs of the situation
4. Use customer insights into what is impactful and the reasons behind this to support the development of HR/OD service improvement plans
5. To drive and support further improvement across the HR/OD service for the benefit of customers

Responsibility for People

1. To manage the HR Advice, Policy and Change Teams, including all line management responsibilities
2. Matrix manage, support and guide people across the HR/OD Service on organisational change, employee relations and HR/OD policy work
3. Be an escalation point for people across the HR/OD service in relation to employee relations and HR/OD policy work
4. To define resource and capability requirements for specific organisational change, employee relations and HR/OD policy work so that capacity from the wider HR/OD team can be allocated to deliver work appropriately

Responsibility for Finance & Physical Resources

1. Work with the HR/OD Operations Manager to constantly examine the application of new technologies, processes and service improvements, to bring a positive impact to customer satisfaction, whilst achieving business targets and reducing the service delivery and HR/OD costs

Relationships & Customer Contact

1. To build and maintain a good working relationship built on trust with managers to ensure their service needs are understood and translated into HR/OD delivery and improvements, in line with the Target Operating Model
2. Build and maintain positive relationships with trade unions, ensuring open communication and consultation
3. To work closely with the other members of the HR/OD service to improve the offer to the customer and embed the Target Operating Model
4. Build strong and reciprocal relationships with similar roles within other services across the Council, particularly those in the Business Change and Transformation Directorate in order to present 'one voice/face' from the Directorate

Please note annual targets will be discussed during the appraisal process

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Key facts and figures of the post

Budget Responsibilities	<ul style="list-style-type: none"> No direct budget management
Staff Management Responsibilities	<ul style="list-style-type: none"> To matrix manage people when delivering change/transformation This role has a major impact on people throughout the Council; both internally and externally as direct service delivery will be provided to other staff and/or members of the public
Other	<ul style="list-style-type: none"> Direct contact with members of the public, including young people, parents and carers, etc.

Essential Criteria - Qualifications, knowledge, experience and expertise

Education & Qualifications

- Degree or equivalent professional qualification or evidence of professional development

- Full professional qualification in relevant field (CIPD) or equivalent experience

Specialist Knowledge & Skills

- Knowledge of legislation and statutory requirements/guidance relevant to HR/OD
- Ability to respond quickly to changing operating environments and adapt and develop approach accordingly
- Good understanding and awareness of local government and the issues that affect and influence how it operates
- Ability to analyse and interpret statistical and other business information and to effectively communicate key issues that arise from it
- Ability to challenge existing practices in a constructive way to encourage others to embrace new disciplines and challenges
- Ability to take a strategic view when developing plans and strategies
- Ability to work with colleagues and stakeholders across a range of services

Interpersonal & Communication Skills

- Ability to effectively manage and motivate staff in different teams in order to deliver consistently high performing services and achieve required levels of staff satisfaction levels
- Excellent communication skills, verbal, written and presentational to convey varied and complex information and ideas to a wide range of audiences at different levels including staff, colleagues, senior management and external stakeholders
- Act as an ambassador for the HR/OD Service at all times including demonstrating gravitas in negotiating and influencing skills in order to articulate, represent and defend the position of own service area
- Ability to initiate, influence & maintain effective partnership working with a range of stakeholders, other agencies and organisations to ensure maximum value for the organisation
- Ability to educate managers on employee relations and HR/OD policies which inspire and challenge them to change

Relevant Experience

- Demonstrable experience of building and maintaining trusted relationships with a range of stakeholders
- Experience of working with Trade Unions in a complex environment
- Proven experience of successfully managing organisational change, including the challenge of business cases, costed options appraisals and benefits tracking in a complex organisation

- Significant experience of managing and resolving complex employee relations cases e.g. sickness absence, disciplinaries, grievances, etc.
- Experience of writing reports and analysing complex data
- Experience of delivering quality improvement within a local authority
- Experience of influencing others using a range of techniques

Disclosure and Barring Service – DBS Checks

- This post does not require a DBS check.

Job working circumstances

Emotional Demands	<ul style="list-style-type: none"> • Personal resilience and emotional intelligence will be required, given that managing a wide range of relationships in different political environments is imperative to this role • Will be under pressure to work to extremely tight deadlines on a frequent basis in order to react to the changing business environment • Conflicting priorities and managing tight timeframes for implementing change may prove stressful, the role holder will need to manage this and effectively motivate others in order to ensure the service is delivered effectively and that business targets and objectives are consistently met • Will be required to be involved in negotiations where there is pressure on the role holder to achieve a successful outcome for the service • Has a significantly high level of visibility within the organisation and is expected to be a role model to others within the organisation in terms of required behaviours and approaches
Physical Demands	<ul style="list-style-type: none"> • Normal office demands (agile working) but there will be a requirement to travel to different operational sites and meetings as required, potentially outside of the Cumberland area
Working Conditions	<ul style="list-style-type: none"> • Will use analytical, judgmental, creative and developmental skills to analyse and interpret very varied and highly complex information or situations and to support the development of solutions or strategies over the long term, e.g. service remodelling to meet changing business requirements and responding to new service requests • Requirement to keep up to date with professional/legal developments and market trends relating to own service area and the organisation as a whole • Will support long term planning and strategic planning to shape the delivery of own service area and the organisation as a whole e.g. planning a range of major change projects over the course of several months • This role will require high levels of mental agility in order to fully understand the needs of the business to create creative and innovative solutions within own service area and the organisation as a whole • The job requires high levels of awareness and prolonged periods of concentration requiring mental attention, e.g. developing plans and client propositions as well as reviewing large amounts of complex data • Concentration may be made difficult as the role holder will be expected to habitually switch between tasks during the course of the working day and it is likely there will be frequent interruptions from other staff, colleagues, internal and external suppliers and stakeholders • There is a general requirement to manage many different requirements at the same time which calls for high levels of prioritisation, time management and planning skills to ensure that all business needs are met in accordance with agreed timescales and operational service/performance levels. • There will be very high levels of work-related pressure from the need to meet tight deadlines and/or respond to conflicting operational and business demands

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| | <ul style="list-style-type: none">• The role holder will be expected to have delegated authority to act on behalf of the Workforce Planning & Employee Relations Manager as and when required, representing them both internally and externally |
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Other Factors