

## Job profile

### Service and job specific context statement

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| <b>Directorate:</b>    | Central Services                                      |
| <b>Service:</b>        | Human Resources & Organisational Development Services |
| <b>Post title:</b>     | HR/OD Business Partner (HRBP)                         |
| <b>Grade:</b>          | Grade M   |
| <b>Responsible to:</b> | Head of HR  |
| <b>Staff managed:</b>  | None  |
| <b>Date of issue:</b>  | April 2019  |
| <b>Job family:</b>     | <b>P&amp;T - Professional &amp; Technical</b>         |

### Job context

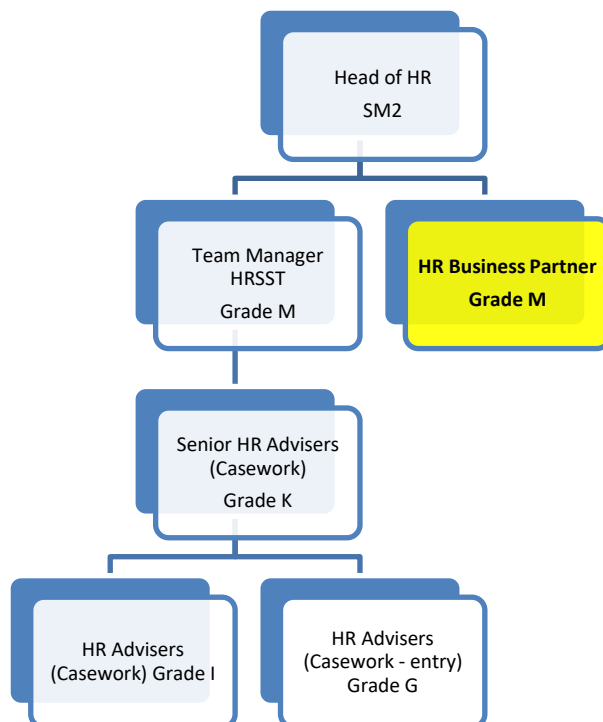
HR/OD Business Partnering allows HR professionals to work closely with leadership and/or line managers in order to achieve shared organisational objectives, in particular designing and implementing HR systems and processes that support strategic business aims. HR/OD Business Partners (HRBPs) are HR professionals who are embedded within specific areas of the organisation.

HRBP for Organisational Development will work with all levels of staff across all services of the Council, collaborating with colleagues in order to develop and influence an OD agenda that closely supports the overall aims of the Council. The post holder will be involved in delivering significant strands of the Council's organisational development agenda with a focus on cultural change.

HRBPs will work closely with senior managers to support the continuous review, reshaping and refocusing of objectives and priorities within services and across the wider organisation.

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### Structure



### Job Description

#### Job purpose

To provide professional challenge and support to services to assist the organisation's leadership to manage, develop and evaluate workforce performance, identify priorities for improvement and plan effective change. To work with senior managers to support the efficient and effective delivery of their Service Plans aligned to the Corporate Workforce Strategy, leading on the delivery of corporate initiatives as appropriate. Linking into the Council's performance management framework to contribute to strategic change management initiatives, projects and plans with senior managers.

#### Operational management

- Lead the development and articulation of identified strategic workforce priorities required to deliver corporate and service plans.
- Support managers in the effective management of the workforce, challenging and changing management behaviour and practices as required;
- Manage a range of projects, commissioning appropriate resources to ensure delivery;

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- Undertake the workforce development function, identifying current and future capabilities and talent needed to support these workforce priorities.
- Manage the commissioning of workforce planning, resourcing, and development solutions, working with colleagues in Training & Learning & Resourcing Solutions.
- Undertake appropriate evaluation of delivered solutions to measure the success, return on investment and impact of the solution offered.
- Specify and commission interventions including training, workshops, coaching, mentoring and other events to managers on staff management and performance matters to ensure managers have the knowledge/understanding of key staff policy, procedure and initiatives/changes;
- Responsible for developing and maintaining effective relationships and quality service delivery with any external customers/partners;
- As appropriate, acts as a mentor/coach to other staff, leading on development activities for the service;
- Take corporate lead for a specialist subject area including acquiring and maintaining specialist knowledge, taking the lead on related policy and process, determining appropriate learning requirements and resources and ensuring HR colleagues are sufficiently briefed and aware of the subject matter;
- Operate as a reflective practitioner in relation to personal skills and operating practices and engage in relevant peer review processes;
- Analyse, interpret and present workforce information to senior managers to identify workforce performance levels and areas to be addressed;
- Support senior managers to develop action plans to address areas identified working closely with the Head of HR to ensure clarity on HR support needed;
- Occasionally provide advice and guidance to customers on complex employment and employee relations issues.

### **Performance Management**

- Provide an objective view of staff performance data by considering trends/patterns, analysing the Directorate position and highlighting areas for improvement;
- Identify areas of strength and weakness and scrutinise the progress made by managers / services;
- Provide advice/guidance to Assistant Directors and senior managers to inform the performance management of their management teams;
- Challenge Directorates and individual managers where necessary, particularly on their capacity to improve and whether focussing on the most important priorities for improvement and development;
- Discuss opportunities for support with managers and challenge/ signpost appropriately to ensure that this is delivered effectively and appropriately managed within agreed timescales.

### **Communications**

- Responsible for developing and maintaining effective relationships with all HR & ESS colleagues, customers, partners and stakeholders;

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|  | <ul style="list-style-type: none"> <li>• Represent the service/organisation through positive contribution at meetings, hearings and other internal/external events;</li> <li>• As appropriate, deputise for the Head of HR at corporate/strategic groups, and represent the Service at senior management level;</li> </ul>  |
| <b>Partnership / corporate working</b> | <ul style="list-style-type: none"> <li>• Liaise with colleagues from a range of services across the Council and external parties to implement new initiatives and change existing practices.</li> <li>• Represent the views and needs of the Council at local, regional and national levels, leading work as appropriate.</li> <li>• Develop and maintain appropriate networks and relationships with partners and other organisations on joint workforce strategy and planning initiatives, including statutory bodies, and voluntary and private sector organisations.</li> </ul>   |
| <b>Resource management</b>             | <ul style="list-style-type: none"> <li>• Support change, promote and enable a performance focus through the monitoring and review of data and quality standards to ensure service improvements are identified and implemented.</li> <li>• Understand the financial and efficiency implications of workforce strategy, planning and commissioning decisions.</li> <li>• To contribute to the monitoring of budgets for specific workforce development initiatives as required</li> </ul>   |
| <b>Systems and information</b>         | <ul style="list-style-type: none"> <li>• To utilise key HR systems e.g. ResourceLink, MyView, Insight, Wisdom and promote the benefits of these to managers, supporting them to best use systems and monitor compliance.</li> <li>• Research and write reports to Members, Management Board, and Directorate Leadership Teams.</li> <li>• Commission accurate and timely data from Training &amp; Learning, Resourcing Solutions, and other sources as necessary, to inform the quality assurance and evaluation of training and learning activities, and other workforce solutions.</li> </ul>   |
| <b>Strategic Management</b>            | <ul style="list-style-type: none"> <li>• To lead and contribute to specific strategic initiatives and projects, working with partners, managers and stakeholders as appropriate to achieve aims;</li> <li>• Contribute to the Council's performance framework, approach and focus, corporate objectives and transformation, staffing issues as needed, working with senior managers to achieve service improvements and efficiencies;</li> <li>• Contribute to policy development, consultation and implementation processes.</li> <li>• Contribute to the maintenance of career pathways/structures that are transparent, visible and up to date.</li> <li>• Support the delivery of the Workforce Strategy, including the Directorate Workforce Strategy Group in support of the Chair.</li> <li>• Keep up to date with service strategies, frameworks and relevant legislation in relevant service areas.</li> </ul> |

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### Person Specification

#### Essential upon appointment

##### Knowledge

- Knowledge of the business and its intricacies and an ability to communicate in business terms
- Understanding of whole council, different service areas and workforce groups
- Working in a corporate and political context within a unionised environment
- Equality and Diversity issues and legislation
- Demonstrable knowledge of all elements of the change management process.
- Awareness and understanding of organisational context and its impact on services and workforce
- Understanding of performance frameworks, approaches, targets and data
- Understanding of service issues and drivers
- Understanding of workforce composition, challenges and issues

##### Experience

- Experience of navigating and understanding large, complex public sector organisations
- Proven and effective generalist HR experience
- Proven and effective experience in supporting and delivering cultural and behavioural change management programmes
- Experience of a range of performance improvement approaches and their application
- Performance management
- Workforce planning and resourcing
- Workforce interventions, solutions and options
- Project Management
- Experience of working with managers at a senior level

##### Occupational Skills

- Ability to translate HR approaches into meaningful organisational context
- An ability to build long-term, trusting relationships with managers and with HR colleagues
- A focus on delivering business outcomes through making best use of the whole HR function and acting as a strong role-model for the rest of the team with an understanding of the clear link between staff management, service performance and outcomes for council customers/communities
- Ability to operate successfully in a commercial environment

#### Desirable on appointment

- National and local conditions of service
- Employment legislation and professional development
- Up to date knowledge of HR developments and best practice

- Management experience

- Policy formulation/implementation skills

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| <ul style="list-style-type: none"> <li>• Confidence to have a strong point of view and express it even if it proves unpopular, challenging managers and colleagues as appropriate</li> <li>• Ability to operate strategically responding to changing circumstances whilst maintaining a clear view of priorities.</li> <li>• Change Management</li> <li>• Risk management and assessment in delivery of advice/interventions</li> <li>• Commitment to the performance management culture with the ability to set high standards, deliver objectives and challenge, influence and negotiate with managers appropriately.</li> <li>• Ability to work in a pressurised environment dealing with competing demands/priorities</li> <li>• Ability to thrive in a context of ambiguity, complexity and uncertainty</li> <li>• Coaching / mentoring</li> <li>• IT skills including data analysis and interpretation</li> <li>• Communication, presentation and interpersonal skills, ability to listen, influence, persuade and negotiate effectively with people at all levels.</li> <li>• Problem solving with the ability to find innovative solutions</li> <li>• Ability to be flexible and adaptable to enable work across different council areas/services</li> <li>• Time management / prioritisation</li> </ul> |  |
| <b>Qualifications</b> <ul style="list-style-type: none"> <li>• Degree or business qualification to level 4 or graduate capability or equivalent work based experience</li> </ul>   | <ul style="list-style-type: none"> <li>• Membership of CIPD or eligibility with equivalent experience</li> </ul> |
| <b>Other Requirements</b> <ul style="list-style-type: none"> <li>• Self-Motivated</li> <li>• Ability to travel around the county</li> <li>• Team worker/collaborative working</li> </ul>   |  |
| <b>Behaviours</b>  | <a href="#">Link</a>   |