

Role Title	HR Team Manager
Grade	14
Reference Number	
Service	HR & Cultural Change
Function	HR Operations
Reporting Manager	Employee Relations Manager / HR Operations Manager / Strategic Pay & Reward Manager

Role Purpose

To plan, organise and manage a team to deliver a highly effective and efficient HR operational service achieving high performance through setting team / individual objectives (KPI's) and monitoring targets focusing on creating a first-class customer experience, driving continuous improvement and challenging the status quo complying with employment legislation, best practice and the Council's policies and procedures.

This role is responsible for working with other HR Team Managers and key stakeholders, enabling the work to flow seamlessly through the HR & Cultural Change operating model, by having the right information and resources available for managers to self-serve, an optimal HR Operations team to deal with all first line queries through one 'front-door' and escalation routes for dealing with more complex or specialist queries. The HR Team Managers aim is to drive efficiencies in processes to continually improve and enhance the customer experience.

To take the lead on projects / workstreams to support the delivery Our People and Culture strategy and OCC's value of 'daring to do it differently' throughout the team as the organisation strives to do better.

Corporate Accountabilities

- Work with Senior managers and other team managers to **deliver business priorities to time and budget.**
- Adapt **new technology** in the team and ensure all team members embrace new technology, matrix working.
- **Competent in people and performance management** developing team members to become high performers.
- **Role model our values and behaviours** and ensure team members demonstrate these values and behaviours.
- Responsible to **deliver workforce plans in alignment with service delivery plans and our people and culture strategy.**
- Work **across the organisation** and with partners, communities recognising opportunities for inclusion and improvements to **drive continual improvements** in the provision of services.
- Demonstrate **value for money** and ensure team members to demonstrate value for money to ensure the organisation is able to deliver its services in a financially sustainable manner.
- **Identify potential risks and means of resolutions**, escalating service and organisational risks to senior leaders on time and promptly.
- **Role model organisation's values and behaviours** to **coach and influence** senior leaders of the organisation.
- Work with senior leaders of the organisation to **influence and support in the development and delivery of their service delivery plans, workforce strategy and our people and culture strategy.**
- Work collaboratively with wider service colleagues and partners embracing matrix working and removing silos.
- **Strategic advisor** to senior leaders ensuring leaders are well informed of their options, risks and means of mitigating risks to be able to make informed decisions.
- Be **financially and politically astute** understanding external and internal environment, business challenges to be able to support in development and delivery of sustainable resolutions.
- Be **subject matter expert** in their area of specialism, researching best practices, strategic improvements, data, technology advancements in their sector and able to **make recommendations** to senior leaders to **drive continual improvements looking at the bigger picture and organisational reputation and risks.**

Specific Roles

There are five roles within the HR & Culture Change team that have a HR Team Manager post within the structure as follows:

i. HR Information Systems (HRIS) Team Manager

This role will have oversight and responsibility for all the HR systems that are used within the HR & Cultural Change service and will contract manage (or play a vital role in managing the HR system contract) to ensure that technology is maximised to make the most efficient and effective use of HR systems. This role will also be responsible for providing expertise on future digital HR technology including using artificial intelligence that may be required to improve our service offering, drive economies of scale and / or achieve value for money.

This role is fundamental for driving manager and employee self service and achieving the service ambitions where 70 – 80% of requests are resolved by customers answering their own questions using the Council's easy to access and easy to understand intranet / portal which is constantly updated and an ethos of continually improving the customer experience.

ii. Data & Insight Team Manager

This role is responsible for extracting data and information from all relevant systems to provide analytical consulting to enable the exploration of issues and problems in a methodical way to shape solutions and workforce insights to enable evidence-based decision making. This is a crucial role which requires critical thinking, understanding research design, framing of questions and the quantitative and qualitative techniques to help address organisational issues or challenges.

The Team Manager will be responsible for managing a team who will provide the organisation with immediate and tangible value (insight and analytics), support our Strategic People Partners by providing workforce information that is easy to understand, tells a story which is logical to follow and is ready to share/present with our services.

iii. Industrial Relation & HR Policy Team Manager

This post will manage and lead on all industrial relations matters, with support from the Employee Relations Manager (as appropriate), in negotiating and consulting with our recognised Trade Unions on all terms and conditions and HR policies. This role will be responsible for ensuring that all aspects of the employers' obligations in respect of all its recognised trade unions are met for the Council, maintained schools as well as the fire service.

This role will also be responsible for managing a team to develop innovative HR policies, procedures and toolkits to support our organisation through the employee lifecycle and / or provide expertise to colleagues within the HR & Cultural Change service on the practical applications of developing these documents where they are the subject matter experts.

This team will be responsible for being the 'gatekeeper' for all new / updated HR policy documentation to ensure compliance with employment legislation, best practice and terms and conditions of employment plus ensuring our corporate values are embedded which includes underpinning our ways of working, health and wellbeing and equalities, diversity and inclusion in everything we do.

iv. Employee Relations & Organisation Change Team Manager

To manage a team of HR professionals to provide advice, guidance and support to managers on employee relations, organisational change including restructures, redundancy programmes, outsourcing and insourcing, organisational/job redesign, analysing and advising on contractual, procedural and legal requirements; engaging with staff and trade unions including contributing to formal consultation; designing and delivering selection and implementation plans and working collaboratively with other support functions such as finance and other HR experts such as Organisational Effective and Talent Management to ensure changes are implemented successfully.

To be responsible for enabling the team to provide effective advice and guidance at pace on informal and formal stages of Council policies and procedures including effective support at formal hearings, suspension meetings, conduct, grievance, capability and managing for performance meetings, terminations and advanced absence review meetings.

v. Pay & Reward Team Manager

This role is responsible for supporting the design and implementation of pay and reward strategies to ensure that the workforce is rewarded in line with the organisation's context and culture, relative to the external market environment to attract and retain a talented workforce. To support the Strategic Pay and Reward Manager in developing all statutory and non-statutory reports associated to the role i.e. Pay Policy Statement, Gender Pay Gap report etc.

The Team Manager role will be responsible for ensuring the job evaluation scheme is operating to meet the needs of the organisation and delivers fair, equitable and transparent outcomes in a consistent and timely manner, ensuring that the end to end process is streamlined ensuring that equal pay for equal value is maintained to eliminate risk from the organisation.

Portfolio Accountabilities

- Monitor and review operating practices, processes and procedures to ensure these reflect best practice, customer needs and align to Our HR & Culture strategy.
- To manage the team efficiently and effectively driving high performance and ensuring that the operating model principals are adhered to, with a focus on continually improving the customer experience.
- Providing high level advice and guidance on HR policies and procedures within your specialist area(s) and acting as the 'expert' in the organisation to embed and upskill colleagues to ensure consistency in application.
- To take an active role in working in partnership with the Council's recognised Trade Unions in areas of your responsibility ensuring that a holistic view is considered when undertaking consultation and negotiation.
- Develop and negotiate Service Level Agreements and develop and monitor performance standards to ensure these are achieved where appropriate.
- Ensure that all complaints and incidents are effectively managed, and that learning is embedded.
- Project manage HR projects (service specific or organisation-wide) including matrix management of resource from across HR and other functions.
- Initiate, develop, recommend and implement HR policy and practice working collaboratively across the HR function and consulting with key stakeholders to ensure effective implementation.
- Ensure that all HR policies and procedures within your specialist area(s) are compliant with employment law and best practice, enhancing the customer experience and a holistic view of policy development is undertaken to ensure that all published information is joined up and cohesive.
- Contribute to the development, implementation and delivery of Our People and Culture strategy.
- To use computerised systems, technology, artificial intelligence (AI) and digital solutions to drive an efficient and effective service.
- Provide leadership, advocacy and expertise on equality, diversity and inclusion (EDI) ensuring EDI is integral to the work of the function and adheres to all legal and mandatory requirements.
- Evaluate risk and make changes to established plans to react to significant business challenges, opportunities or threats.
- Ensure leaders, managers and employees receive high quality and responsive support ensuring services are continuously improved to see if they can be delivered in a more cost effective and streamlined way.

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- Evaluate risk and make changes to established plans to react to significant business challenges, opportunities or threats.
- To ensure that GDPR processes and protocols are in place to safeguard data and information.

Knowledge / Skills / Experience Required

The job holders at this level should have a relevant professional qualification and / or professional membership and in-depth experience of delivering operational services within a complex environment.

- Comprehensive understanding of the HR service model and interdependencies between different HR service components
- Excellent management skills to motivate, mentor and develop team members to high levels of performance.
- Ability to manage, and develop teams, ensuring that all team members are valued and understand their contribution to the service.
- Skilled to communicate and negotiate with and influence colleagues, partners and stakeholders.
- Experience of consultation and negotiation within a highly unionised and political environment
- A strong communicator with excellent oral and written communications skills, including presentation skills with ability to use different communication techniques i.e. technology, social etc.
- Experience of writing policies, procedures and toolkits
- Experience of managing diverse and flexible resources in a complex business environment and across different settings
- Experience of leading managing change effectively which seek to satisfy the organisations strategic objectives.
- Proven ability to manage a complex workload and deliver to timescales.
- Expert knowledge of HR policies, procedures and practices and substantial experience of interpreting and applying a range of employment conditions
- Ability to plan and manage delegated HR budget, if required
- Knowledge of appropriate legislation codes or practice etc.
- Knowledge and promotion of the value of a diverse workforce

Dimensions of Role

- Manage a team of circa 2 – 11 employees / direct reports.
- Planning will be up to 2 years horizon scanning.

Working Arrangements

- Able to travel across the county and work from various office locations within the county.
- Contractual base as detailed on contract, but able to work on a flexible basis in line with our Agile Working Policy.

Leading Through Our Values and Behaviours

Providing clear and visible leadership by putting our values front and centre of every behaviour, decision and action.

- Always learning
- Be kind and care
- Equality and integrity in all we do
- Taking responsibility
- Daring to do it differently