| **JOB DESCRIPTION** |
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| **Job title:**  | **Head of People and Development** |
| **Reports to:** | **Director of Membership Engagement and People Development** |
| **Department:** | **People and Development** |
| **Direct Reports:** | **HR Advisor****HR Co-ordinator****Executive Assistants x2** |
| **Revision Date:** | **January 2023** |
| **Job Purpose** |
| To lead the provision of the HR function ensuring consistent, high-quality people management and development across the organisation. The role will take overall responsibility for the day to day People and Development operations for a varied staff cohort and lead on the delivery of key strategic change projects to promote a positive culture and build staff engagement. The post holder will drive effective people management and development practices, across the organisation, providing managers with the framework, tools and support to enable their people to be at their best. Our organisation has a wide range of functions from membership services to bars and cafes, and additionally operates Festival Venues during the Edinburgh Fringe. The role is diverse and has oversight of a very diverse workforce of c. 100 salaried staff and c. 250 hourly paid staff, for whom we want to deliver the best working experience. The role also has responsibility for line managing 2 Executive Assistants who together provide a combination of individual PA and project support, and governance administration.We are currently in the implementation phase of 2 major staff-facing strategic change projects – a Pay and Reward Review, and Values and Behaviours project (which will drive further development of performance management, reward and recognition, induction and development practices, and capacity-building across our management team for example), and the postholder will be responsible for managing the delivery of these key project outcomes. |
| **Main Duties and Responsibilities** |
| **Leadership, Management and Development*** Lead and role-model a high-performing and inclusive culture in line with the Students’ Association values.
* Develop and deliver a people and development strategy that enables the Association to be an outstanding employer which recruits, develops and retains high performing staff.
* Develop department plans in line with the people strategy, which support and contribute to the achievement of the Students’ Association’s strategy.
* Oversee the development of the Association’s Learning and Development plans in line with the people and development strategy and to ensure that departmental/ management activities support delivery of key learning and development objectives.
* Manage staff within the team effectively; providing coaching, 1:1s, support and performance management in line with the Association’s performance framework.
* Effectively manage the resources of the Association including managing the activities of the department within the agreed budget.
* Oversee the recruitment, selection and induction of staff within the People and Development team.
* Set, and monitor, challenging objectives and targets across the department including around staff engagement.
* Manage or support any employee relations issues within the team where required, such as grievances, investigations and disciplinary topics.
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| **Standards & Service*** Ensure a high level of support, coaching and business partnering for managers to ensure they have a clear understanding of our policies, framework and tools for managing people.
* Ensure the use of insight and data to inform our approach to managing people – including effectively utilising our HR system, and staff engagement data.
* Oversee the provision of induction, training and development for staff, ensuring that there’s an effective system and clear guidance in place for managers to develop and deliver in this area.
* Oversee the provision of support for HR casework, and ensure timely and accurate provision of HR advice and support to line managers on policies, procedures and practices to ensure compliance and good employment practice.
* Lead and champion work to ensure the Association is a diverse and inclusive employer.
* Oversee organisational recruitment and selection activity to ensure appropriate staff resourcing and that we consistently recruit and retain talented people.
* Oversee the Association’s approach to reward and benefits, ensuring clear policies, procedures and guidance.
* Ensure an effective performance management system is in place, and implemented by managers to deliver high performance and ongoing staff development.
* Work in partnership with colleagues to plan and deliver the HR aspects of Festival Fringe activity including recruitment and selection plans, employee relations and retention and engagement support.
* Work in partnership with colleagues in Marketing and Communications on staff engagement and staff communication initiatives across the organisation.
* Manage the Executive Assistant function ensuring effective administrative support for the Sabbatical Officer and Senior Management Teams and support for their key organisational events and projects.
* Provide HR advice and support to the Senior Management Team, and sabbatical officers to support significant organisational developments and provide a legal framework for senior level decision making regarding HR matters.
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| **Business Development & Efficiency*** Lead the development, implementation and ongoing review of HR policies and procedures, taking responsibility for legal compliance.
* Manage the monitoring and evaluation of HR systems, processes and records within the organisation.
* Develop the annual HR budget and departmental strategic plan alongside the Director of Membership Engagement and People Development, and in partnership with other departments.
* Commission and manage the delivery of appropriate externally contracted provision to support this area of work.
* Work alongside colleagues on major development projects as required.
* Provide written and verbal reports to senior management and the People and Culture Subcommittee of the Trustee Board and attend committee meetings to present.
* Resolve on-the-job issues and operational problems as they arise, and help develop long term solutions.
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| **Shared Head of Department Responsibilities*** Be a collaborative and effective member of the Students’ Association’s Heads of Department team, and work on organisation-wide initiatives as part of that team as appropriate, including some outside or the direct remit of the post.
* Contribute as appropriate to any other organisation-wide developments and activities (e.g. strategic planning, collaborative projects, staff days etc).
* Ensure the Students’ Association’s values, particularly student leadership, are prevalent in both personal and departmental approaches to all work and decision making.
* Update the Senior Management Team (through the relevant SMT line manager) on a regular basis on all aspects of the department’s performance and activities.
* Set, manage and monitor the departmental budget for the department, and support other budget-holders within the team in this activity.
* Carry out relevant business and financial processes accurately and in a timely way (e.g payroll, recharging, monitoring of monthly accounts).
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| **Key Relationships** |
| * Chief Executive
* Festival Business Manager
* Senior Management Team
* Heads of Department
* People & Development Team
* P&C Sub Committee
* Sabbatical officers
* External HR partners, agencies and suppliers
* Key University stakeholders and staff as appropriate
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| **OTHER:*** A commitment to the delivery of the Students’ Association’s Strategic Plan through the implementation of departmental plan activities .
* A positive and respectful attitude to all Students’ Association staff, its management, the organisation as a whole, and its members, clients and partners.
* Ensure that every student, staff member or visitor using any of our services has the best possible experience of that service and of the Students’ Association as an organisation.
* Adhere to and support Students’ Association’s Ethical, Environmental and Health and Safety policies and procedures.
* A commitment to training and development of self and others.
* Any other appropriate duties as reasonably required by your line manager, or Senior Management.
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| **PERSON SPECIFICATION**  |
| **Job title:** | **Head of People and Development** |
| **Person Summary** |
| An enthusiastic, positive and extremely competent senior manager with demonstrable experience of delivering projects and building a positive culture. A person with very high expectations and a natural gift for empowering others and enabling staff and volunteers to be at their best. |
| **Required Experience** | **Essential** | **Desirable** |
| Strong experience and track record in HR generalist role  | X |  |
| Managing or supervising others to build high performance | X |  |
| Developing employee engagement strategies and building a positive culture | X |  |
| Developing and implementing HR policies and procedures | X |  |
| Business partnering / advising senior managers in relation to HR / employment matters | X |  |
| Working collaboratively with a variety of stakeholders | X |  |
| Managing a HR department / team | X |  |
| Project management and the ability to lead cross-functional project teams. | X |  |
| Working in a membership led or democratic organisation |  | X |
| Working with people management systems and using, analysing and interpreting data to produce reports and recommendations to others | X |  |
| Developing, delivering and evaluating effective learning |  | X |
| Experience of producing proposals to initiate developments and reports to track progress.  |  | X |
| **Functional Skills and Proficiency** | **Essential** | **Desirable** |
| Comprehensive knowledge of best practice and trends in relation to HR management and development | X |  |
| Strong working knowledge of employment law and employee relations. | X |  |
| Good knowledge of learning and development practices and theory | X |  |
| Outstanding organisational skills and ability to manage multiple priorities and tasks | X |  |
| Excellent verbal and written communication skills | X |  |
| Ability to establish positive working relationships, networks and influence others effectively | X |  |
| Strong IT skills including Microsoft Office, a variety of digital technologies and media platforms | X |  |
| Ability to respond positively to challenging situations and solve problems quickly and creatively | X |  |
| Ability to thrive in a busy, fast paced and change-driven environment | X |  |
| Ability to motivate and engage team members to build a high-performing People team | X |  |
| Knowledge of the role and activities of Students’ Associations / voluntary sector organisations |  | X |
| The ability to develop and coach others to gain knowledge, skills and experience to enable attainment and success. |  | X |
| **Training and Qualifications** | **Essential** | **Desirable** |
| Educated to degree level standard and can demonstrate degree or equivalent qualifications. | X |  |
| People management, learning and development or other relevant post graduate qualification |  | X |
| CIPD membership / qualification at Level 5 or equivalent experience | X |  |
| Evidence of ongoing professional development | X |  |