

# Assistant Director for Human Resources

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**Indicative Salary Range: £90,000 to £105,000 p/a**

**Reports to                      Chief Operating Officer**

## **Job Purpose**

The purpose of the role is to lead, manage and be accountable for the performance, development and implementation of robust HR and organisational development strategies which complement the Council's corporate plan.

## **Context**

This role is accountable for the development, implementation, management and provision of human resources services. The post holder will be expected to design and implement strategy applicable to all aspects of human resources management. The post holder will provide professional expertise and direct assistance to the leadership team and Members whilst providing strong leadership and management to the HR team.

Post holders will be required to re-shape policy to fit within the local environment, turning functional policy into reality. Thinking goes beyond the year ahead and is required to be open to external influences.

## **Statutory Responsibilities**

Deliver the general responsibilities of the role listed below within the context of the legal framework. Ensure delivery of strategy within needs of Council and statutory requirements.

## **Specific Responsibilities**

1. To be accountable for developing and implementing the employee proposition and workforce strategies that will deliver the workforce aspects of the corporate plan and MTFP.
2. To provide professional leadership for the service.
3. To act as the Council's lead officer for HR policies ensuring they are legally compliant and fit with the Council's business plan.
4. Ensure the Council has a resource strategy and workforce plan to provide the right skills at the right time to deliver its ambitions.
5. To be the lead officer for engagement and employee relations with trade unions in the Council.
6. Provide advice and guidance on HR topics to Chief Executive, leader and members.
7. Lead on describing and to facilitate the culture change to deliver the organisational change agenda.
8. Ensure workforce management information is available for and provided to all services in order for them to plan their performance improvements.
9. To produce an area specific service plan that will underpin, and that is in support of, the achievement of the corporate plan.
10. To deputise for your line manager if required.



Haringey Council

## Corporate Responsibilities

As an Assistant Director in the London Borough of Haringey the post holder will be expected to behave in accordance with the Haringey leadership framework and the accountabilities framework. They will be expected to conduct their duties within professional and legal standards and more specifically they will be expected to:

- Lead and work collaboratively across all service areas with other senior managers in order to generate efficiencies and create synergies wherever possible;
- To influence and contribute to delivering objectives set out in the corporate plan;
- Instil in direct reports the imperative for accountability, responsibility, collaboration and integration with other areas across the Council;
- Drive significant cultural change through the corporate infrastructure;
- Effectively lead and manage staff (set, monitor and evaluate objectives on a yearly basis);
- Be totally accountable for associated budget, and have affordable plans in place to deliver the Medium Term Financial Plan;
- To be a named member of the Gold Emergency Planning Rota and to ensure that services the post holder is responsible for have appropriate business continuity plans and emergency response procedures;
- The post holder must ensure that Health & Safety legislation and the Council's Health & Safety requirements are complied with and monitored within;
- Be aware of and comply with the Council's Equal Opportunities Policy.

## Functional Areas

Head of Schools HR  
Organisational Development  
Occupational Health & Welfare and Health & Safety  
Pensions Administration  
HR Support  
HR Metrics and Information  
Recruitment  
Pay Controls

## Signed

Line Manager

Date

Post Holder

Date

## Accountability Framework

**Strategic Implementation:** Thinking is associated with the variable application of policy locally. Post holders will be required to re-shape policy to fit within the local environment, turning functional policy into reality. Thinking goes beyond the year ahead and is required to be open to external influences.

| Core Accountabilities   | Expert & Advisory Accountabilities  | Partnering & Commissioning Accountabilities  | Delivery Accountabilities  |
|---|---|--|--|
| <b>Financial &amp; Resource Management</b> <p>Be responsible for significant delegated financial budget and resources ensuring that they all are allocated effectively for the delivery of intended outcomes in manner which demonstrates value for money and compliance with relevant policies and guidelines.</p> | <b>Political Management</b> <p>Provide guidance and support to cabinet and members in translating their political objectives and priorities into coherent initiatives that will deliver their intended outcomes.</p>  | <b>Customer &amp; Market Analysis</b> <p>Lead analysis of the needs of the citizens and communities and the available market provision for a defined range of services to support the commissioning and delivery of best possible outcomes.</p>  | <b>Contract Management</b> <p>Lead the management of significant contract for the Council to ensure service provider compliance with contractual requirements and targets so that the highest possible levels of service quality are provided.</p> |
| <b>Business Planning &amp; Risk Management</b> <p>Develop business plans to implement the agreed business strategies for the Council and its partners which are focused on delivering the political objectives and priorities of Haringey and which mitigate identified risks.</p>                                  | <b>Professional Leadership</b> <p>Provide respected professional leadership for defined disciplines to ensure that the Council access national best practice and ensure on-going professional development.</p>  | <b>Service Planning &amp; Design</b> <p>Lead the planning and design for a defined range of services to support the commissioning and delivery of the best possible outcomes for the citizens and communities of Haringey.</p>   | <b>Performance Management</b> <p>Lead the service delivery of a defined range of services for the Council ensuring that intended outcomes are being achieved through effective management against key performance indicators.</p>                  |
| <b>Leadership and People management</b> <p>Provide strong, visible and collective leadership across the Council and its partners which builds a culture of high performance, inspires people and supports delivery of the Council's strategic objectives</p>  | <b>Policy &amp; Development</b> <p>Lead the development of policies which support the delivery of corporate objectives and comply with all relevant legislation and statutory requirements within an acceptable level of risk.</p>                                | <b>Service Procurement &amp; Contracting</b> <p>Lead the procurement and contracting for a designed range of services to ensure that they deliver intended outcomes in a manner which represent long-term value for money at an acceptable level of risk for the Council.</p>                    | <b>Operational Improvement</b> <p>Lead and drive a culture of continual improvement for the Council ensuring that business process are effective and efficient and enable the highest possible levels of service quality to be provided.</p>       |
| <b>Customer Experience</b> <p>Ensure that there is a clear and consistent focus across the Council and its partners on delivering an inclusive and outstanding customer experience to all of the citizens and communities of.</p>   | <b>Assurance &amp; Regulation</b> <p>Provide assurance that the Council's business plans are being defined in accordance with government arrangement, relevant legislation and statutory requirements and in a manner with which ensures safety and security.</p> | <b>Market Development</b> <p>Manage development of the marketplace including shaping and stimulating local markets to access appropriate and relevant public, private and voluntary sectors capabilities to deliver the best possible outcomes for the citizens and communities of Haringey.</p> | <b>Programme &amp; Project Management</b> <p>Lead strategic programmes and projects for the Council ensuring that they are managed and controlled in an effective manner in order to achieve their intended benefits and goals.</p>                |
|   |   | <b>Partnership Development</b> <p>Contribute to the development of key relationships for the Council with a defined range of external organisations to enable the development and delivery of effective outcomes through collaborative, joined-up working.</p>                                   |  |

## Accountability Framework

### Role Types

**Partnership (Collaborative) Roles:** These roles identify and are responsible for the outcomes that need to be achieved to best meet the needs of the citizens and communities of Haringey. These roles are hybrids with shared accountability for outcomes but with little direct operational control. In order to achieve outcomes, these roles are required to work collaboratively with others, the most common example being commissioning staff that will monitor local partner activity in order to ensure the delivery of high quality results. At the lower levels, these roles undertake specific commissioning for discrete services. At the higher level, these roles set commissioning outcomes across a broad range of thematic services.

**Delivery Roles:** These roles are the more traditional 'front line' service delivery roles. Here, post holders are directly accountable for performance, often through the direct controls of significant resources or through managed contracts. At the lower levels, operational managers may oversee a department or team. At the higher levels, they may be in charge of a department, large operational area or the management of significant contracts and may be ultimately accountable for ensuring compliance with statutory obligations.

**Expert & Advisory roles:** These roles provide a broad service that set policy and provide advice to support and assure all of the Council's day to day activities. They gather information required by other groups to make strategic decisions and translate this into corporate policy and strategic advice. They have little or no direct accountability for outcomes; however, what they are accountable for is the quality of advice they provide to business leaders. At the lower levels, these roles tend to focus on research and analysis and the interpretation and implantation of policies. At the higher level, post holders set strategy, develop policy and provide assurance across the Council more broadly.

### Work Levels

**Strategic Direction:** Post holders will be expected to think strategically, looking forward across a typical horizon of five years they will be required to scan the external environment and anticipate the impact of external forces. Thinking involves setting policy frameworks and objectives for others to ensure integration between function and sub-functions in pursuit of collective goals.

**Strategic implementation:** Thinking is associated with the variable application of policy locally. Post holders will be required to re-shape policy to fit within the local environment, turning functional policy into reality. Thinking goes beyond the year ahead and is required to be open to external influences.

**Tactical Implementation:** Post holders will be required to translate policies into operating procedures. Thinking is essentially concerned with the year ahead, although with a clear understanding of likely longer term developments. Solutions to problems will be designed to meet set objectives in line with the existing internal or external environments.

**Operational management:** Thinking is concerned with the interpretation and tactical application of policy to support local needs, i.e., how can policies be satisfactorily applied to a particular area of the borough. In order to contribute to wider policy decisions, post holders will provide feedback on how policies impact locally.

## For Recruitment Purposes - Person Specification

The post holder will be expected to demonstrate associated qualities from the Leadership Framework and the Accountabilities Framework. In addition, the successful candidate will have attained:

| <b>Qualifications</b>                                    | <b>Essential</b> | <b>Desirable</b> |
|--|------------------|------------------|
| Educated to degree level and/or relevant work experience | x                | x                |
| Management qualification (e.g. CIPD, MBA or MPA)         |                  | x                |

During the selection process a successful candidate will be required to evidence:

| <b>Knowledge &amp; Experience</b>   | <b>Essential</b> | <b>Desirable</b> |
|---|------------------|------------------|
| A broad understanding of the workings of local government and or working in a political environment | x                |                  |
| A solid understanding of current employment legislation UK and EU                                   | x                |                  |
| Understand how to put together a comprehensive service strategy                                     | x                |                  |
| Experience successfully driving cultural change through an organisation                             | x                |                  |
| Experience dealing with trade unions  | x                |                  |
| Managing large and/or multiple budgets  | x                |                  |
| Management experience in a similar sized public sector organisation                                 |                  | x                |
| Managing large teams of people (cascading responsibilities)   | x                |                  |
| Experience of reward and talent management.   |                  | x                |