

ROLE PROFILE

Job Title	Head of HR Service Delivery
Barnet Band & scale range	BB5 points 232 - 235
Reports to	Head of People and Policy
Service area	Human Resources
No. of staff responsible for	66 FTE
Budget responsibility (£)	£2.5m approx.

Purpose of Job

To lead and develop the overall operation and direction of HR Service Delivery in order to provide excellent service to the Council and the associated traded services through the right teams and delivery channels to achieve HR strategic goals in effectiveness and efficiency, and increase the confidence of managers to improve business performance.

To maintain the integrity of all HR data and to ensure employees are paid in a timely and efficient way

To drive continuous improvement that delivers year on year cost savings and service capability, whilst improving service performance against benchmarks.

Key Accountabilities

- Ensure effectively planned and high quality delivery of HR services across Barnet, including:
 - HR Customer Services (including employee lifecycle, payroll administration and data entry)
 - Pay & Reward
 - Pensions
 - Resourcing
 - Employee Relations
- Ensure the provision of timely and relevant professional advice on people management issues, identifying and implementing best practice and providing guidance on people management practices and procedures.
- Ensure the delivery of the HR Service Delivery function reflects high professional standards and best practice, achieves the required outcomes within the available resources, and is reflected positively in customer satisfaction measures.
- Lead the design and delivery of a Resourcing strategy and policy that meets the Council's objectives, is effectively and consistently implemented across the Council.
- Develop and implement strategy for HR Service Delivery to meet management performance, ownership metrics and perception standards
- Ensure HR Service Delivery meets ongoing strategic goals in cost, integration, management support, employee effectiveness and business measurement
- Contribute to senior management strategy decision making and prioritisation across the business, informing key decisions with HR Service Delivery implications
- Lead and develop individual HR professionals across HR Service Delivery and continually drive and improve performance to ensure excellent service provision
- Manage the integrity and maximise the business impact of all HR data, security, information, and organisation data within Council guidelines and the Data Protection Act

- Drive continuous improvement that delivers year on year cost savings and service capability, whilst improving service performance against benchmarks.

Role Specific Responsibilities

Strategy and Policy Development

- Contribute to Barnet's business strategy and decisions through Head of People and Policy
- Lead the development and delivery of HR Service Delivery business strategy to align with business needs, comply with legal requirements and reflect current HR best practice
- Contribute to the ongoing strategic development of services
- Lead the design and delivery of a Resourcing strategy and policy, that meets the Council's objectives, and is effectively and consistently implemented across the Council.
- Input to and sign off HR Service Delivery service line strategies

Management of Resources

- Lead the integration of all aspects of the day to day activities and services across HR Service Delivery to ensure that staff are effectively deployed, motivated and retained to deliver excellent service. The HR Service Delivery function comprises of :
 - HR advice and guidance
 - End to end employee lifecycle transactional administration
 - Payroll production and processing
 - Resourcing
 - Employee Relations
 - Organisation structures, data integrity and job evaluation
 - Pension Services
- Ensure the provision of timely and relevant professional advice on people management issues, identifying and implementing best practice and providing guidance on people management practices and procedures.
- Ensure that HR Services is optimising resource utilisation and is organised to deliver a top quality service to its customers
- Ensure that the Service Lines within HR Services are working effectively and are integrated to meet clear objectives and are continually striving to improve their performance.
- Ensure the delivery of high quality Resourcing services through the right teams and delivery channels to achieve HR strategic goals in effectiveness and efficiency, and in line with Barnet's business requirements.
- Ensure the delivery of high quality, consistent and clear employee relations advice and support to line managers and employees on the application of Barnet employment policies, ensuring Legal and Policy interpretations are constantly integrated into capability and team knowledge.
- Ensure controls are in place to manage the overall integrity of HR data
- Ensure the all functional specialist teams deliver a high quality and legally consistent service within service levels

Provision of Payroll and Pension Services

- Ensure the integrity of the Payroll and Pension Fund and that employees are paid in a timely way within service levels, ensuring compliance with internal and external financial control systems as well as corporate governance and contractual compliance.
- Authorise Payroll and Pension Fund payments, transfers, deductions and AVC payments in accordance with legislation and Council standing orders

Operational Performance Management

- Ensure all customers receive a high quality professional service within agreed service level
- Ensure that services result in improved effectiveness and engagement of employees and managers
- Monitor the day to day performance of the operation through statistical management and customer feedback
- Proactively seek input from customers to ensure delivery meets business needs, and propose changes to level of services provided
- Monitor and evaluate the quality of service and address and ensure resolution of high-level customer issues
- Develop, maintain and implement effective methods for the management and continuous improvement of the performance of the HR Service Delivery function, in accordance with departmental and corporate performance standards and procedures.
- Manage tracking and external benchmarking of HR Services, and developing initiatives to improve the performance of HR services accordingly
- Develop and implement robust performance management frameworks consistently across the service, ensuring that performance targets are achieved.
- Ensure the timely management of the processing of Freedom of Information requests and Subject Access Requests

Quality and Control Management

- Ensure the processes within HR Service Delivery are fully integrated and meet best practice requirements in a shared services and centre of excellence environment
- Working with the Head of Service Development, develop, maintain and implement effective methods of business/service planning, process re-engineering, and service improvement and development, for HR Service Delivery function contributing to the development and implementation of the HR department's and the Council's overall business/service planning and process re-engineering strategies.
- Ensure HR Service Delivery strives for the highest quality and standards in all its activities
- Ensure systems and processes are in place to provide effectiveness in order for HR Services to achieve its strategic aims and objectives
- Ensure regular audits of HR data are carried out
- Align the delivery of HR services and products to changes in HR policy
- Ensure robust business processes and financial planning is in place to support the HR Services operation
- Ensure services have capacity plans, are risk managed, whilst continuously improving cost and service balance
- Ensure the non-compliance, complaint and critical issue management processes are in place and correctly utilised, to input to the continuous improvement process

Relationship Management

- Act as a champion for customer focus and listen to and communicate with customers and stakeholders effectively; ensuring that procedures and systems are in place to inform and receive feedback from service users, partners, stakeholders and staff, and evaluating that feedback, taking appropriate action to secure continuous improvement.
- Ensure that the HR Service Delivery team has a deep understanding of cross Barnet client needs and business objectives
- Ensure the presentation of HR Service Delivery proposals clearly articulates the business outcome and objectives for any delivery intervention
- Manage and develop the processes by which HR Service Delivery is able to articulate the value created by the function on behalf of clients
- Develop and maintain ongoing relationships with customers
- Maintain close and productive working relationships with key external organisations

- Promote equality of opportunity and respect for diversity in the provision of services by, and in the leadership and management of the HR Service Delivery function

Leadership and Development

- Lead and motivate management and staff within the function, instilling and demonstrating corporate values and high standards of conduct.
- Appoint, develop and train staff, ensuring effective deployment and retention to deliver excellent service and to drive the achievement of targets
- Coach and mentor high potential managers
- Communicate priorities to teams in HR Service Delivery
- Ensure that the performance objectives for the HR function are effectively translated into team and individual objectives and that the achievement of these objectives is effectively and regularly monitored and reviewed.

Financial Responsibilities

- Assist in the overall organisation, planning and control of the Directorate to ensure cost effective service provision and the continuing achievement of value for money
- Ensure services in the division are provided within budget in accordance with the Director of Resources Scheme of Delegation and the identification of over or under-spends are identified and shared with the Head of People and Policy at the earliest opportunity.
- Work with the HR senior management team to proactively drive the ongoing development of revenue streams through traded services to strategic partners
- Respond to internal and external audits and implement action plans within agreed deadlines.
- Review business processes to minimise the risk of fraud, and alert CAFT in respect of any suspected incident

Flexibility

- In order to deliver the service effectively, a degree of flexibility is needed and the post holder may be required to perform work not specifically referred to above. Such duties, however, will fall within the scope of the post, at the appropriate grade.
- The post holder may vary hours of work in agreement with line manager depending on nature of work assigned and availability of staff to cover support.

Health and Safety

- Ensure safe and efficient delivery of service by achieving high standards of health and safety and reducing risk.

The Council's Commitment to Equality

- Deliver the council's commitment to equality of opportunity both in the provision of services and as an employer. Promote equality in the work place and in the services the council delivers

PERSON SPECIFICATION

Qualifications Required

Type	Level required
Professional qualifications/ memberships	Educated to degree level or equivalent, and evidence of continuing professional development. Membership of the Chartered Institute of Personnel and Development (CIPD).

Management	Senior management experience of leading a Human Resources function within a large, complex organisation. Proven experience setting up and managing outsource contracts
Education	Excellent literacy and numeracy skills

Technical / Knowledge Requirements

Type	Description
Experience	<p>Broad HR experience, covering recruitment, employee relations and payroll within a complex organisation</p> <p>Demonstrated experience of managing complex, high-volume HR processes in an efficient, effective and technologically advanced manner</p> <p>A good understanding of current thinking/best practice in relation to HR and diversity issues.</p> <p>Ability to analyse and interpret complex written information.</p> <p>A good understanding of the Employee Relations, the application of employment law and an appreciation of how employee relations needs to be managed in a complex highly unionised environment</p> <p>Demonstrated experience of managing service level agreements</p> <p>Experience of providing detailed and timely HR advice.</p>

Behavioural Competencies

Competency	Level
Leadership	<p>Ability to lead and manage large, complex service operations</p> <p>Ability to provide vision and direction to team members</p> <p>Able to make independent decisions that have a significant impact on daily operations and strategic direction</p> <p>Ability to lead staff through effective appraisal, coaching and performance management</p> <p>Ability to motivate staff, set priorities and targets, direct and plan work to provide an integrated service to meet service standards and deadlines</p>
Self management	Ability to display initiative to resolve problems.
Time management	Ability to manage own workload and to meet deadlines.
Teamwork	Communicate and influence, working effectively in providing leadership to a team and as part of a senior management team
Change management	<p>Able to make sound and timely decisions based on an analysis of the relevant information and deliver innovative solutions to complex problems.</p> <p>Demonstrated experience of successfully managing change</p>
Political awareness	Ability to work effectively in a political environment and establish positive relationships with councillors, senior managers, staff, colleagues at all levels within the organisation, external stakeholders and interest groups in a way that establishes confidence, credibility and trust.
Influencing & negotiation	<p>Strong interpersonal skills and able to challenge, support, influence and engage peers and senior management.</p> <p>Able to negotiate and liaise on behalf of service areas with trade unions to enable change within the organisation.</p>

	Able to negotiate and liaise on behalf of the Council with partners on specific HR projects.
Project Management	Effective user of consultancy and project management tools and techniques
Performance	<p>Ability to identify, initiate and implement service improvements.</p> <p>Able to demonstrate an understanding of how the organisation works, both formally and informally, and how political interests and policies impact the organisation and day-to-day work.</p> <p>Ability to maintain and develop performance indicators for services and use them proactively to improve performance.</p> <p>Able to deliver the council's commitment to equality of opportunity both in the provision of services and as an employer.</p>
Communication skills	<p>Able to communicate effectively with colleagues and customers at all levels.</p> <p>High standards of written communication, verbal and numerical reasoning</p>
IT skills	Able to fully utilise standard Microsoft Office products.