

## **Appointments Board 2<sup>nd</sup> October 2012**

### **Recruitment and Selection for the post of Head of Human Resources**

**Service:** Resources

**Wards:** All

#### **1. Summary of report**

1.1 This report asks the Appointments Board to initiate recruitment and selection to this post and agree the process and outline timetable.

#### **2. Recommendations**

2.1 That the Appointments Board :

- Initiates recruitment and selection to this post. Option 4 below is recommended.
- Agrees the job description and person specification as outlined in Appendix 1
- Agrees the process and outline timetable as shown in section 5 below.
- Delegates the decision on which external search and selection agency to use to the Executive Director (Resources), in consultation with the Chair of the Appointments Board.

#### **3. Background information**

3.1 The post of Head of Human Resources became vacant on 1 May 2012. The Executive Director (Resources), in consultation with the Cabinet Member for Finance and Personnel, has contracted with Otravida Search Ltd for an experienced HR professional, reporting to the Head of Business Change, to provide senior leadership for the Human Resources service, pending permanent recruitment and selection to the post. Barrie May joined as an interim from 25 June 2012.

3.2 The permanent post is at 'Assistant Director' level in the organisation and so recruitment and selection is the responsibility of the Appointments Board.

## **4 Options for Consideration**

### **4.1 Option 1: Not to fill the post of Head of Human Resources**

Pros: This would notionally save approximately £100,000 per year in salary and on-costs

Cons: The council is facing significant issues relating to human resource matters across the organisation. Critical issues include:

- Completing the implementation of single status (even after all appeals have been completed, there will be many changes to structure and roles and responsibilities that will need to be made, as a result of the issues that implementation has thrown up in relation to organisational hierarchy.
- Completing the transfer of SERCO staff to the council.
- Carrying out the transfer of public health staff to the council
- Further substantial downsizing of the organisation to meet the expected funding levels for future years

Seeking to implement these changes without highly experienced and skilled human resources leadership would be very high risk.

In addition, the council might reasonably expect to have more recourse for assistance from employment lawyers and/or external assistance to deal with particularly complex matters. Consequently, it is highly doubtful that a significant saving would be achieved overall. Indeed, it is quite possible that additional costs may outweigh the notional savings.

### **4.2 Options 2: Integrate the duties of the post with another role within the council or downgrade the post to that of Head of Service level and transfer some duties elsewhere.**

Pros:

A notional saving of between £20,000 and £100,000 in salary and on-costs might be realisable

There may be benefits obtained from integrating some of the work with other functions within the Resources directorate. Further efficiencies may be realisable, although these are difficult to quantify.

Cons:

The agenda set out under option 1 presents a significant challenge to a highly experienced human resources professional. For someone without this background and/or someone with considerable other

priorities to manage, it is difficult to say that this would be manageable without significant risk to the council. For the period April to June 2012, the Head of Business Change was asked to carry these additional duties and this effectively meant that he was unable to make a strong contribution to the substantial change agenda across the council whilst overseeing the human resources function. This would severely impair the progress of critical change if it persisted for too long.

#### **4.3 Option 3: Fill the post at Assistant Director Level from within only**

Pros:

This would provide an opportunity for current staff for significant promotion and not involve any agency or advertising costs.

Cons:

It is highly unlikely that we have an individual within the council who has the capabilities to carry out the duties of a post at this level.

Given the turbulence that staff have faced within the service over an extended period, very strong and experienced leadership is needed.

#### **4.3 Option 4: Fill the post at Assistant Director level with external recruitment**

Pros:

This would be likely to be the best chance of appointing someone with the necessary experience and skills to show the strong leadership that is needed.

- The council is currently undertaking the most substantial change programme in its history. This programme will intensify as the Council introduces its budget realignment plans. This programme has widespread and significant implications for our staff.
- The resolution of equal pay issues and implementation of Pay and Grading in November 2011 will still involve substantial upheaval as it will affect a very significant number of staff in changes to their salary and terms and conditions of employment. Further negotiations with recognised trade unions relating to terms and condition changes will be required in order to complete the process.
- The existing Human Resources & Development function is about to secure around £500,000 of financial savings in 2012-13 and 2013-14. This will involve managing a substantial realignment of services whilst ensuring that service is maintained at a time when significant other parts of the organisation will require HR support to restructure their services following both pay and grading implementation and budget reviews.

Cons:

There will not be a financial saving.

4.4 **Option 5: Seek a shared service with another local council or public service provider or externalise the service**

Pros: There may be medium and long term savings

Cons: There would be substantial set-up costs and recent experience has shown that the work required to achieve shared services is enormous, with no guarantee of a successful outcome.

Integrating our support services with our public services – necessary to achieve better for our customers and make sustainable savings – would become harder, as the council would lose direct control of service developments.

In any case, we would need an experienced professional to work on the council's behalf to ensure that our objectives were secured, leading to more costs initially rather than less.

5. **Process and timetable**

5.1 It is recommended that the council seeks assistance with nationwide search in order to attract the best possible field of competent candidates and some assistance with assessment of final candidates. This would be in line with recent practice for posts at this level. A quick competitive exercise would be conducted.

5.2 The outline timetable would be:

Advert – 28 September 2012

Short-list agreed by the Appointments Board – 26 October 2012

Appointments Board to make final appointment – 30 November 2012

6. **Resource considerations**

6.1 This cost of recruitment to the post, estimated at around £30,000, will be absorbed within the overall costs of management across Human Resources during 2012-13.

7. **Legal considerations**

7.1 Any appointment made to this post will be made in accordance with council policies and procedures, having regard to legislative requirements. Appointing a suitably experienced and capable leader

for human resources would significantly help to mitigate risks of successful action against the council on employment law matters.

**8. Citizen impact**

- 8.1 The successful implementation of the above agenda will ensure the citizens of Walsall continue to receive professional services from the Council.

**9. Equality implications**

- 8.1 The proposals will be implemented in line with council recruitment and selection procedures and are thereby consistent with good practice on equalities.

**10. Consultation**

- 10.1 These changes do not directly affect any existing employees as the post is currently vacant.

**Appendix 1: Proposed Job description and person specification**

**Author**

Barrie May  
Head of Human Resources

Rory Borealis  
Executive Director (Resources)





**JOB TITLE** Head of Human Resources

**JOB NO**

**SERVICE AREA** Resources

**SECTION** Human Resources

**LOCATION** Any council premise

**GRADE** Assistant Director

**CAR ALLOWANCE** Casual

## **PURPOSE OF JOB:**

**The purpose of this job is to provide visionary and inspirational Human Resources leadership to enable and support the delivery of valued services to our customers – the people and businesses of Walsall and visitors to the borough.**

**The main accountabilities within this purpose are:**

1. To provide clear and consistent advice and support to councillors, the Corporate Management Team and all managers and staff on how to get the best out of our staff in a way that enables the best possible service to our customers.
2. To work with managers to secure and maintain positive employee relations.
3. To deliver a high performing human resources service that consistently demonstrates its value through a strong contribution to service to our customers.
4. To ensure that the council acts within the law in relation to employment, equalities and health and safety.
5. To provide visible, collaborative personal leadership as part of the council's senior leadership team.

## **RESPONSIBILITY LINKS**

Reports to: Executive Director (Resources)

Responsible over: All staff within designated areas of responsibility

**SPECIAL CONDITIONS:** Working outside of standard office hours may be required and working flexibly at all times with due regard to prevailing workloads and priorities. Active participation in local, regional and national Human Resources networks.

## **SPECIAL ACCOUNTABILITIES:**

1. To undertake functions delegated through the Council's constitution to the Head of Human Resources.
2. To act as the lead officer for the Appeals Committee support and to assign technical advisers as appropriate.
3. Authorised signatory for delegations and other staffing processes.
4. To act as the lead officer in Employment Tribunal support to Legal Services.

## **MAIN ACTIVITIES:**

### **GENERIC CORPORATE ACCOUNTABILITIES (ALL POSTS)**

1. Contribute to the management of staff and services of the Council in a manner that builds ownership and commitment and promotes a strong performance culture that connects strategies to action, provides

accountability and delivers results. To lead projects as required.

2. Lead areas of activity and promote effective cross-directorate working so as to deliver integrated solutions that optimise the use of resources and achieve Best Value and continuous improvement.
3. Ensure that the services provided are fully compliant with Council strategy, vision, aims, objectives and priorities and play their part in achieving these. This includes compliance with Standing Orders and Financial Regulations. Where applicable, to manage budgets and other resources.
4. Develop and promote effective partnerships with government departments, professional bodies and other organisations to promote the Council's interests and build its reputation.
5. Through personal commitment and clear action, the postholder will promote the Council's employment policies, with particular reference to diversity, equality of access and treatment in employment, service delivery and community involvement. To support/develop a working culture within these services that reflects the corporate vision.
6. The postholder will promote the Council's Health and Safety at Work policies and ensure these are implemented effectively within his/her areas of responsibility.

### **GENERIC SERVICE DELIVERY ACCOUNTABILITIES (ALL POSTS)**

#### **A. Services**

1. To develop/support and promote a strong customer-focussed performance culture within the service team, ensuring the provision of cost effective, efficient, high quality services to the Council, its members and its departments in line with their identified needs.
2. Ensure services are provided to the highest possible standards within the resources available. To implement effective systems for setting targets, managing performance, reporting systems, identifying and overcoming weaknesses and delivering sustained improvements.
3. To ensure services proactively support internal and external partners in areas of their work which have a relevant dimension. Where applicable, to negotiate service level agreements with client departments/project coordinators/partners to ensure roles and responsibilities are clearly understood and that the outcomes for the postholder's services are achievable. To provide analyses and reports as appropriate.
4. Provide clear, balanced and accurate advice and guidance to the senior management team on issues arising within the postholder's areas of responsibility.
5. To ensure that all data pertaining to the delivery of the service is accurate and that the monitoring and review of processes and practices relating to data is timely and robust. Where significant issues are identified appropriate remedial action is taken to address them.

#### **B People**

1. Provide leadership and a strong sense of direction and purpose within the team(s) for which the jobholder is accountable.
2. Manage the selection and deployment of people for whom the jobholder is responsible to maximise their contribution to corporate and team goals.
3. To manage the performance of the service team(s) for which the jobholder is responsible, and to respond and deal with weak/poor performance. To develop appropriate performance indicators as required.
4. To promote the development of a confident learning culture within all service areas for which the jobholder is responsible, including the requirement that all staff have and achieve personal/professional development plans that are integrated with the Service Plan. Manage the personal development scheme/strategy with respect to staff within the postholder's team in accordance with the council's Policies..
5. The postholder is responsible for his/her own self development on a continuous basis and for developing and maintaining a substantial body of up-to-date knowledge of the specialist area and a detailed generalist knowledge across a wide spectrum of related fields, and as such will be expected to undertake suitable



development and training.

6. To enhance own performance, working constructively with the line manager to identify personal strengths and agreeing action in relation to development needs.

#### C Quality

1. To support the development of a culture of continuous quality improvement within the services for which the jobholder is accountable, providing advice and encouragement for the implementation and monitoring of quality policies, standards and systems.
2. To promote the importance and benefits of quality and to lead the continued achievement of quality standards, including Investors in People and other relevant quality accreditations.
3. To ensure that output and quality of work is of the highest quality and accords where appropriate with current regulations/legislation/Council standards.
4. To promote/lead in the development and implementation of new ways of working and modernised service delivery, including the use of e-working.

#### D Resources

1. To negotiate and/or manage the financial resources required to support the Business Plan and to manage service provision within the allocated budget.
2. To manage the effective planning, deployment and control of the resources available so as to enable the achievement of agreed targets, objectives and standards. To restructure services as necessary to ensure resources are deployed to optimal effect.
3. To maximise opportunities for external funding in so far as these are compatible with agreed Business Plans and corporate objectives.
4. To manage and monitor all service budgets as appropriate and ensure probity and stringent financial control is implemented ensuring maximum cost efficiency in all aspects of management and administration.

#### E General

1. The postholder must also undertake other duties within his/her competence or otherwise appropriate to the grading of the post as required.
2. This job description sets out a summary of the key features of the role. It is not intended to be exhaustive and will be reviewed periodically to ensure it remains appropriate for the role.
3. The areas for which the jobholder is responsible will be kept under review and may change over time in response to emerging priorities and organisational development.

**Last revised: 14 May 2012 by Rory Borealis, Executive Director (Resources)**



<b>Job No:</b> _____	<b>Job Title:</b> Head of Human Resources	<b>Grade:</b> Assistant Director
<b>Service Area:</b> Resources		<b>Section:</b> Human Resources
Using the Job Description consider what abilities are required by a person to perform each of the main activities of the job safely and effectively.	Indicate when Assessment is possible: Application Form = AF Assessment centre=AC shortlist=S interview=I both=S/I test = T	<b>WEIGHT CODE</b> shows relative importance Low=1 Medium=2 High=3
Define the essential abilities clearly and unambiguously in terms that are measurable and observable and record them in the space below:-		
<b><u>Competencies</u></b>		
Communicates with people – shows confidence and credibility, relates well to others, promotes fairness and equity	I	3
Achieves outcomes for customers and communities – is customer and outcome focussed, strives for continuous improvement	I	3
Uses initiative, is innovative and drives through change – is change orientated, displays creative thinking	I	3
Manages resources and plans for high performance to gain the maximum benefit – displays sound financial management, plans ahead and demonstrates breadth of thinking	I	3
Develops effective partnerships and responds to external pressures – works well with others, demonstrates an external focus	I	2
Is politically aware and understands how the organisation works	I	3
<b><u>Values</u></b>		
Strong commitment to the delivery of value for money	I	3
Commitment to equality of opportunity	I	3
Commitment to on going development of self	I	2
Commitment to service and customer excellence	I	3
<b><u>Technical abilities/skills/knowledge</u></b>		
Ability to interpret information and analyse data and communicate clear conclusions and necessary courses of action as a result	I	3
Proven ability to build effective teams both within and outside of direct management control	S/I	3
Ability to build and present concise and effective presentations and reports.	S/I	2
Sound knowledge of the range and application of human resources policies and procedures	S/I	3
In-depth knowledge of employment law and the ability to quickly grasp the implications of emerging law	S/I	3
The ability to challenge customary practice and bring forward alternative ways of working that better meet our customers' needs and make better use of resources.	S/I	3
The ability to work under significant pressure and maintain a focus on priorities at all times.	I	3

A good understanding of working in a political environment and the impact that this has on ways of working.	S/I	3
<b><u>Experience</u></b>		
Substantial human resources experience at senior management level	S/I	3
Track record of leading and transforming human resources or related service within a large organisation	S/I	3
Experience of working closely with trade unions	S/I	3
<b><u>Qualifications</u></b>		
Corporate membership of the Institute of Personnel and Development by examination or a similar professional HR qualification	S	
Educated to degree level	S	
<b>Revised by:</b> Rory Borealis		
<b>Date:</b> 14 May 2012		