

HAY JOB DESCRIPTION

POSITION TITLE	Head of HR CASE-WORK		
LOCATION	Exeter or satellite offices around the county		
REPORTING TO	Deputy Director for People & Culture – Operations		
SERVICE/SECTION/SCHOOL	People & Culture		
DATE OF EVALUATION	30/8/23	EVALUATED GRADE	L9
EFFECTIVE DATE OF JD		JOB NUMBER	H.

JOB PURPOSE

To be a key member of the HR Operations Management team and support the People & Culture Leadership Team providing a high-quality, cost-effective service to the Corporate Leadership Team, Senior Managers, Managers, Staff, Members of the Local Authority and other external organisations that meets organisational, individual service and community needs in accordance with the Council's strategic plan.

To lead and manage the HR casework function in the provision of professional HR expertise to all customers. To lead the casework Team Managers to demonstrate and develop professional practice excellence within the teams through the provision of staff management, workload management and practice developments.

CONTEXT

This post will lead the HR casework teams to deliver a comprehensive, high quality, competitive, commercially aware and cost-effective HR service for its customers (including the Local Authority, Schools, Academies and External customers) in support of their business plans. This includes advice and support on workforce issues, supporting and enabling organisational change and supporting workforce changes required as part of service transformation including TUPE.

In doing so, the job-holder will also seek out tangible improvements to service covering (but not restricted to):

- Modernising the provision of the HR casework teams to reflect current HR thinking and industry wide recognised good practice.
- Driving an approach to case management that considers and balances legislation, good practice and proportionate organisational risk.
- Standardising practice within the HR casework teams to ensure it is efficient, best value and fit for purpose.
- Ensure that lessons are learnt and shared for key cases by embedding a learning organisation approach in the teams.
- Embedding a restorative approach to casework management.

Develop and implement strategic plans for the operational HR service which meets the needs of both internal and external customers, including the service offering, pricing and marketing strategies.

Ensure effective monitoring, auditing, reporting and evaluation of the casework service provision through collection and analysis of key performance data to drive service improvement.

To work closely with their HR Business Partner colleagues and with Directors and their Senior Management Teams to consider the HR challenges of current and future service delivery models and to develop and implement appropriate HR strategies that deliver measurable business benefits, assist transformational change, support new ways of working and improve workforce performance.

To work collaboratively with HR Business Partners, Directors and their Senior Management to:

- Pro-actively identify critical HR issues affecting the performance of their service area.
- Influence, develop, implement and evaluate proactive strategic solutions and interventions that help Heads of Service address their critical HR issues and which are consistent with organisational strategic workforce priorities.
- Provide a co-ordinated and integrated approach to building the capacity and capability of the workforce.
- Provide specialist, professional HR advice to Directors, Senior Managers, elected members and external partners in accordance with national and local policy, current legislation and best practice.

act as an interface between individual service areas and the wider HR Service to influence strategic HR activity, commission and monitor internal and external HR support required to address strategic service workforce issues and ensure that activities meet required needs, are consistent with a 'one council' approach, organisational policy and corporate strategic workforce priorities.

Manage very complex cases as required.

The post holder is required to have impact, credibility and the ability to influence decision making on all aspects of the Council's service delivery and external client's delivery. The impact of the post on key stakeholders will be a key and important feature of the role.

The post holder will need to understand the impact on the workforce of changing organisational culture, structures and processes, and to anticipate, develop, commission and deliver timely solutions to meet the needs of their service.

RESOURCES

Finance	£1.23M
Staff	Direct reports will be a small number of T grade roles (4). Underneath the level of direct reports there will be a team of approx. 20 FTE G grades.
Other	The post holder will be involved on a regular (weekly) basis in meeting with Directors, Senior Managers and HR Managers on a range of corporate, cross-cutting and service specific HR and workforce issues. They are also required to meet with Schools and Academy Governors and Headteachers and Chief Executive and board level appointments externally. Attendance at Employment Tribunals as required.

KEY ACCOUNTABILITIES:		%
1	Pro-actively work with and support Directors and their Senior Management teams to consider the HR and Workforce challenges of current and future service delivery models; Identify their critical workforce issues affecting the performance of their service area; Influence, develop, implement and evaluate appropriate HR strategies that deliver measurable business benefits, assist transformational change, support new ways of working, address their critical workforce issues, improve workforce performance and which support the organisational strategic workforce priorities.	30
2	Act as an interface between individual service areas and the wider HR Service to influence strategic workforce planning activity; commission and monitor internal and external HR support required to address strategic service workforce issues and provide an integrated and co-ordinated approach to building the capability and capacity of the workforce both within and across service areas, and where appropriate with our external partners; ensuring that activities meet required needs, are consistent with a 'one council' approach, organisational policy and corporate strategic workforce priorities.	15
3	Develop and implement strategic delivery plans for the specialist area/s for which they are responsible for and which meets the needs of service areas and supports the organisational HR performance priorities. Ensure effective monitoring, auditing, reporting and evaluation of service provision through collection and analysis of key performance data.	15
4	Lead and manage a team of Team Managers and HR Advisers to deliver high quality, expert HR solutions to Services, Schools, Academies and External customers. Ensuring professional and timely advice and support across a range of operational HR activities. Allocate work, performance manage staff and provide development opportunities, to ensure effective services are delivered and to manage the function within budget	15
5	Prepare management reports, plans, briefings and presentations as required to Service management teams, attending service management meetings and trade union consultation meetings as required. Develop and implement strategies for external business, write and present proposals to prospective customers, monitor review and evaluate customer satisfaction.	10
6	Work effectively with HR Operations colleagues and the wider HR team to modernise and stream-line services and solutions, ensuring they are delivered in a co-ordinated, integrated and cost-effective way. Share good practice and knowledge across the organisation and ensure consistency/compliance with DCC HR strategy and a 'one council' approach.	15

It should be noted that the duties or tasks associated with of the post may change from time to time without altering their general character or the level of responsibility entailed and without affecting the grading of the post.

For all roles the job holder must:

- Understand and lead to achieve the Council's vision, direction and priorities,
- Lead by example in line with the organisation's core principles and behaviours, below,
- Embrace the positive benefits of a diverse workforce and be committed to creating and maintaining an environment that is inclusive and safe,
- Promote a positive culture of personal responsibility and accountability to meet the legal expectations, policies and frameworks for example Employment Law, Health and Safety, GDPR and Data Protection.
- Devon County Council is subject to Part 7 of the Immigration Act (2016) and therefore the ability to speak fluent English will be an essential requirement for customer-facing roles
- This role may require a criminal background check (DBS) via the disclosure procedure.

The above duties and activities associated with this job are neither exclusive nor exhaustive and the job holder may be called upon to carry out such other appropriate duties as may be required within the grading level of the job and the competence of the job holder.

CORE PRINCIPLES AND BEHAVIOURS

Devon County Council's Core Principles and Behaviours Framework can be found here: [Core Behaviours Framework \(Core Principles and Behaviours Overview\) - tasks and guides \(devon.gov.uk\)](#)

KNOWLEDGE AND EXPERIENCE

Education and Qualifications

CIPD qualified or with a post graduate professional qualification or equivalent in a related discipline, or equivalent suitable experience.

Knowledge and Experience

- Substantial and proven operational experience in the leadership and management of HR services and solutions in a large and complex organisation, specifically leading and developing HR casework functions.
- Expert level of knowledge of Employment legislation, and its pragmatic application to balance a best practice approach with proportionate organisational risk.
- Expert level of knowledge of modern HR issues, current thinking in the HR profession and best practice.
- Proven track record of operating strategically on corporate projects and policy development and leading initiatives to a successful conclusion.
- Proven experience of working as a HR Business Partner at a senior level offering strategic and operational expertise to provide clear direction, to assist the development of effective working relationships and the performance of internal services.
- Experience of leading the trading, delivery and monitoring of service provision to defined requirements and outcomes.
- A successful record of managing people and teams across professional boundaries.
- Successful record of delivering high quality professional and customer orientated services
- Professional knowledge and experience of the specialist functional area/s for which they will be responsible for.
- A sound knowledge of local government and the environment in which service areas operate to be a credible business partner.

Skills and Abilities

- Ability to work closely with Heads of Service, Senior Managers, Members, internal and external partners and customers to develop effective interventions that help to improve the performance of the workforce and develop the skills and capabilities required to meet the needs of Devon's communities.
- Ability to impact and influence key stakeholders and to translate strategic objectives into tangible practical actions and plans.
- High degree of sensitivity to others' agenda and well-developed negotiating/facilitation skills
- Ability to clearly define, develop and communicate strategies/plans for improving performance or resolving workforce issues.
- Excellent leadership, influencing and inter-personal skills.
- High level of communication (written and oral) and presentation skills.
- Ability to work collaboratively with a wide range of individuals and organisations.
- Commercial awareness and financial acumen.

- Excellent prioritisation and organisation skills.
- Ability to evaluate options and execute difficult decisions as part of a constant process of problem resolution.
- High degree of numeracy and IT literacy to understand and use performance information to inform decision making.
- Focused on helping to define, drive through and achieve outcomes.
- Evidence of a commitment to a team approach, demonstrating collective accountability.
- Commitment to excellence and a strong focus on engagement, diversity and inclusiveness.
- Personal effectiveness with a drive for continuous improvement.

ORGANISATIONAL STRUCTURE

*Draw an organisational chart here or attach as a separate sheet.
Please show clearly the job, the immediate supervisor, his/her supervisor, colleagues who also report to the supervisor and the job subordinates, giving full titles and current grades where known.*

APPROVAL: I confirm this Job Description conveys a full and accurate description of the job and has been agreed with the post holder (where applicable).

SIGNED:

Line Manager (Name and Job Title)

DATE
