

Meeting of:	Senior Management Appointment Committee
Date of Meeting:	Thursday, 20 June 2019
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	Recruitment and Selection Arrangements for the Head Human Resources and Organisational Development
Purpose of Report:	To provide an update on the recruitment and selection arrangements for the post of Head of Human Resources and Organisational Development and to ask the Committee to confirm a short -list of candidates for interview by the Committee.
Report Owner:	R Thomas, Managing Director - Tel 01446 709202
Responsible Officer:	R Thomas, Managing Director - Tel 01446 709202
Elected Member and Officer Consultation:	A Unsworth, Operational Manager HR Business Partnership - Tel 01446 709359
Policy Framework:	The final decision of the Senior Management Appointments Committee will be referred for information to Council.
<p>Executive Summary:</p> <ul style="list-style-type: none"> • This report provides the Committee with an outcome of the recruitment arrangements and long-listing process conducted by the Managing Director for the position of Head of Human Resources and Organisational Development. Following a preliminary assessment process, the Managing Director will verbally feedback the outcome to the Committee with recommendations for a final short-list of candidates. • The final interview stage for all candidates shortlisted by the Committee will take place on Tuesday 25th June 2019. 	

Recommendation

1. To note the information presented and as outlined within the report and confirm a short list of candidates for interview by the Committee.

Reason for Recommendation

1. To ensure the appointment is progressed in accordance with the requirements of the Council's constitution.

1. Background

- 1.1 The Senior Management Appointment Committee met on 11th March 2019 and approved the arrangements to fill the new position of Head of Human Resources and Organisational Development within the MD and Resources Directorate. This followed a previous recruitment exercise earlier in the year that was unsuccessful.
- 1.2 Members will recall that this position was identified as an important appointment following approval of the proposals in the "Senior Management Issues - Performance and Development and Human Resources and Organisational Development Division" report that was taken to Cabinet (19th November 2018) and Council (12th December 2018). It was agreed that there was a need to recruit to the vacant Head of Human Resources and Organisational Development position that will be retained in the new structure.
- 1.3 For the information and consideration of Members a copy of the agreed Job Description and Person Specification in respect of the post of Head of Human Resources and Organisational Development are attached at Appendix A and Appendix B of this report.

2. Key Issues for Consideration

- 2.1 In accordance with the prior approval of the Committee the post of Head of Human Resources and Organisational Development was re-advertised externally from 2nd April 2019 to 16th April 2019 with a revised person specification.
- 2.2 This external advert attracted fifteen applications (all external applicants to the Council). As agreed with the Committee, longlisting was undertaken by the Managing Director.
- 2.3 Ten applications met the requirements of the agreed Person Specification to form the long-list (one of these applications was taken from the previous recruitment exercise as it now met the essential criteria on the revised person specification).
- 2.4 As part of the long-list process, it was agreed that prior to conducting an assessment centre, it would be useful to meet the candidates to discuss their experience and career background. Accordingly, ten applicants were invited to meet a Senior Management Panel (including the Managing Director) which took place on Wednesday 5th June 2019 and Thursday 6th June 2019. Unfortunately,

four candidates withdrew from the process prior to these interviews with the majority having secured employment.

- 2.5 Six candidates met with the Senior Management Panel and it was agreed to proceed all six candidates to an assessment centre which took place on 18th June 2019. This assessment centre included: psycho-metric testing prior to the day, a technical interview and an in-tray exercise.
- 2.6 Members will be invited to discuss the application forms and preliminary assessment of each candidate at the meeting under the "Part II" provisions of Access to Information legislation. A copy of the application forms in respect of the six longlisted candidates are part of this report under Appendix C.
- 2.7 It is proposed that at this meeting of the Committee, Members receive verbal feedback on the outcome of the preliminary assessment process from the Managing Director together with recommendations for a final short-list of candidates to be interviewed by this Committee.
- 2.8 Members are asked to agree a shortlist of candidate (s) for final interview.
- 2.9 At the final interview stage, it is suggested that Members of this Committee receive a verbal presentation and interview the short listed applicant (s) and that Members then determine if any candidate is suitable for appointment to the post.
- 2.10 A list of the suggested questions and presentation topic will be circulated at this meeting of the Committee for consideration and determination by Members.
- 2.11 Members are requested to bring the shortlisted application form (s) to the meeting of this Committee to assist the selection process. Interviews will be conducted under "Part II" provisions of Access to Information legislation.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1 This appointment will be a permanent appointment and should provide the Council with a long-term resolution in relation to the Council's continued engagement programme.
- 3.2 This role will continue to look at how the Council's change management programme is delivered and support the reshaping services workstream.
- 3.3 This appointment is important for any future collaboration projects that occur within the Council and the right appointment is required to lead in the transformation of the Council's culture with Senior Management in order to meet objectives.

4. Resources and Legal Considerations

Financial

- 4.1 Appointment to this position will be on terms and conditions as prescribed by the Joint Negotiating Committee for Chief Officers of Local Authorities and on the current Head of Service salary range of between £70,180 and £77,978.

Employment

4.2 There are no employment issues.

Legal (Including Equalities)

4.3 This recruitment process is compliant with Local Government, Employment and Equalities legislation.

4.4 Any recruitment process will be managed in accordance with the Council's equality proofed recruitment and selection policy and the provisions of the Local Authorities (Standing Orders) (Wales) Regulations 2014.

5. Background Papers



THE VALE OF GLAMORGAN COUNCIL

JOB DESCRIPTION

DESIGNATION/POST TITLE	:	Head of Human Resources and Organisational Development
POST NUMBER	:	Y-HR-AA001
DEPARTMENT/DIRECTORATE	:	Managing Director and Resources
DIVISION/SECTION	:	Human Resources and Organisational Development
LOCATION	:	Civic Offices, Barry
POST GRADE	:	Head of Service
RESPONSIBLE TO	:	Managing Director
RESPONSIBLE FOR	:	All staff within the Human Resources and Organisational Development Service
LIAISON	:	
MAJOR PURPOSE OF POST	:	Act as the Council's Head of Service for Human Resources. Implement HR strategies linked to the corporate plan and staff engagement and develop a culture of performance improvement and transformation throughout the organisation.

MAIN DUTIES AND RESPONSIBILITIES

The job description refers to the principal duties and responsibilities of the Post. It does not necessarily list in detail all the tasks required to carry out these duties and responsibilities.

- Provide effective management of the Council's Human Resource service including change management and organisational development in relation to the Council and all Shared Services hosted by the Council.

- Contribute to the effective strategic management and leadership of the Council and the Directorate, as a member of the Corporate Management Team, and to promote and represent the work of the Council and our partner agencies.
- Work with the Managing Director in order to provide strong leadership and strategic direction for the Council including promoting a culture of transformation and meaningful engagement.
- Develop and manage the implementation of the Human Resources and Organisational Development Service Plan, so as to ensure that agreed priorities and policy objectives are met.
- Deliver services that are effective, efficient and economic, that address the needs of the people of the Vale of Glamorgan, and that meet the challenges of the Wales Programme for Improvement, the Council's improvement agenda and the Well-being of Future Generations Act.
- Oversee the strategic direction and manage Health and Wellbeing, Business Partnership and the continued impact of the Employee Services section.
- Deputise for the Managing Director as required.
- Work with and support the Cabinet Members, Scrutiny Members and all Elected Members in their Ward roles.
- Develop achievement of a healthier workforce with health wellbeing strategies and proactive initiatives to deal with management of attendance.
- Develop and maintain effective and transparent and meaningful employee relation practises and structures across the Council to minimise conflict and maximise consultation and negotiation and promote innovation and creativity.
- Work in partnership with other Council Services and external organisations to achieve common objectives in accordance with the Corporate Plan and Community Strategy.
- Provide expert advice on all areas of employment legislation to Senior Management.
- Prepare and present reports as and when required. Attend, contribute and present to meetings of the Cabinet, Scrutiny, and other Council meetings as appropriate.
- Manage services and work with others in order to achieve improved performance and a culture of continuous improvement and encourage creativity and innovation in service delivery.

- Manage services in line with the Council's performance management framework, ensuring effective planning and monitoring and providing accurate performance measurement as required.
- Place the customer at the heart of service delivery promoting a high standard of customer care and service delivery, and deal with complaints rapidly and fairly.
- Facilitate and participate in the introduction of policies, procedures and practise guided by themes of customer focus, integrity, continuous improvement, involvement and fairness.
- Maintain the Councils Job Evaluation and Reward Scheme.
- Produce an annual Service Plan and ensure the development of Team Plans for the Division.
- Oversee the development and maintenance of management information systems as required to deliver the Service Plan.
- Plan, manage and control Service budgets, ensuring that services are provided cost effectively. Accountable to the Chief Executive for ensuring that the budget is effectively controlled within the cash limits available.
- Remain aware of changes in the external environment, which will affect the services including national and local trends, legislation and policy change.
- Advise and inform elected members and prepare strategic plans/ reports and ensure that all plans and reports arising from the department are written to a high standard, ensuring that corporate requirements are met.
- Implement and comply with all corporate plans and strategies, including the Human Resources Strategy, Communications and Engagement Strategy and Medium Term Financial Plan.
- Direct, develop and supervise Operational Managers and Team Managers within the Service Area and co-ordinate their work as appropriate.
- Maximise income and external funding opportunities in line with Council policy.
- Facilitate effective communication and engagement within the division and with other services and organisations, consulting stakeholders and Trade Unions.
- Develop and maintain operational procedures to assist and guide staff to meet both statutory and Council policy requirements.

- Oversee the management of attendance within the Service.
- Comply with Council policy and legislation, remaining up-to-date with changes, including Occupation Health; Safety, Wellbeing and Welfare; Equal Opportunities; Environment Policy; Standing Orders and Financial Regulations; Data Protection; Risk Management.
- Ensure compliance with the Council's Financial Regulations, Standing Orders, Policies and Procedures
- To implement the principles of the Council's Equal Opportunity Policy whilst carrying out the above duties
- To adhere to Health and Safety legislation / relevant Council policies and procedures and to take reasonable care for the health and safety of yourself and other persons who may be adversely affected by your acts / omissions.
- To implement the principles of the Council's Environment Policy while carrying out the above duties.
- To report without delay any safeguarding concerns to the appropriate safeguarding officer.
- Such other duties and responsibilities commensurate with the grade and in accordance with the general character of the job as may reasonably be required by the Chief Officer from time to time.

SIGNED:
(Director/Chief Officer)

DATED:

SIGNED:
(Postholder)

DATED:

Person Specification

Post No	Y-HR-AA001	Designation:	Head of Human Resources and Organisational Development	Department:	Managing Director and Resources
Section:	Human Resources and OD	Completed By:	Rob Thomas	Date:	March 2019

The Person Specification outlines the main attributes needed to adequately perform the post specified. In drawing together the specification, a critical examination of the job description has been undertaken to pinpoint those elements of the post deemed as essential.

The Person Specification is intended to give prospective candidates a better understanding of the post requirements. It will be used as part of the recruitment process in identifying and shortlisting candidates. You should refer and address each point of the Person Specification, giving evidence of what skills, experience and knowledge you have in each of these areas. Always be specific. Do not use general phrases such as “I have the necessary skills...” or “I am confident I can do the job well...”. The shortlisting panel will need to know how you meet the requirements based on the evidence you provide.

		Essential	Desirable	Ascertained by
1.	Experience	<ul style="list-style-type: none"> Personal involvement in the development / transformation of a higher performance culture Personal involvement in implementing HR strategies linked to staff engagement Experience within a Strategic HR environment. Awareness of Health, Safety and Wellbeing initiatives within the HR context Management of resources on time and within budget. 	<ul style="list-style-type: none"> Local Government and/or Public Sector experience. 	Application Form Interview
2.	Knowledge	<ul style="list-style-type: none"> Excellent knowledge and understanding of organisational development and change management Knowledge of Strategic Human Resource Management and Organisational Development, how it is developing and the challenges it faces. 	<ul style="list-style-type: none"> Knowledge of the current Local Government landscape and the challenges facing Local Authorities in Wales 	Application Form Interview

		Essential	Desirable	Ascertained by
3.	Skills and aptitudes	<ul style="list-style-type: none"> • Evidence of a successful management track record. • Excellent communicator orally and in writing. • Ability to work effectively with Elected Members, Teachers Association and Trade Union Representatives • Strong influencing and negotiating skills. • Leadership of individuals and teams. • Change Management skills at a Senior Level 		Application Form Interview
4.	Qualifications and training	<ul style="list-style-type: none"> • CIPD qualified 	<ul style="list-style-type: none"> • Relevant Degree / Management Qualification • CIPD at Level 7 in HRM 	Application Form
5.	Attitude and motivation	<ul style="list-style-type: none"> • Exercise a high level of Political awareness, effectively balancing political and professional perspectives. • High level of personal motivation. • Able to lead (as well as manage), motivate and empower others in pursuit and achievement of common goals and lead by example. • Sensitive to the needs of the service. • Innovate in response to new requirements and circumstances, translating ideas into practical actions. • Demonstrate resilience during periods of high pressure. 		Interview
6.	Other (please specify)	<ul style="list-style-type: none"> • Personal and professional credibility and expertise. • Capacity to build partnerships with other organisations. • Capacity to work outside normal office hours as required. • Ability to drive/travel throughout the Vale or between locations as appropriate 	<ul style="list-style-type: none"> • Ability to speak / learn welsh 	