

## Human Resources Family

A job family is a method of defining jobs. The emphasis is on focusing on a group of similar roles rather than individual jobs. A job family considers how many levels of that type of work there are and describes the key factors that differentiate one level from the next. It can be used to provide a clear structure for defining how individuals may progress and develop, as well as providing a tool to allow managers to put the right people in the right job.

This document describes the Human Resources Job Family within Derbyshire County Council. Each level in this job family is differentiated by changes in accountabilities, technical knowledge and skills expected at each level. It can be used to identify and understand the work expected at each level and where individual roles fit against each level.

Each level describes expectations, if required, relating to: people management, equality and diversity, health and safety and risk management.

### **The family's key characteristics are:**

- Providing Human Resources policy, advice, support and transactions
- Operational Health and Safety, Learning and Development, Employee Relations, and Reward
- Supporting and monitoring Human Resources procedures
- Specific initiatives to support the Human Resource management of the County Council's business
- Individual casework
- Managing or delivering learning and development opportunities
- Internal focus on the Council's business and service infrastructure, to ensure effective management and proper compliance
- Advice and services rendered will generally be accepted as authoritative and recommended practice
- Deploying specialist knowledge in an area or several areas of HR

Levels of work reflect the scale, breadth and complexity of the area or function being led or managed. Senior jobs have a strategic focus or focus on a specific HR discipline. At lower levels jobs focus on transactions and individual casework.

**Members of the family include:**

- HR consultants and officers
- Senior HR Consultants
- Learning and Development roles
- Health and Safety and Occupational Health roles

**Job Family: Human Resources****Code: HRS14****Grade: 14****Level Purpose:**

To plan, organise and manage the provision of high quality, effective and consistent HR services.

**Overall:**

Job holders at this level are managers, leading the provision of comprehensive HR services to the Council and schools under relevant traded service agreements. They may be responsible for planning and co-ordinating the provision of HR services to schools across Derbyshire. Full CIPD membership and substantial post-qualification experience is required.

Jobs at this level are likely to involve managing the managers of HR or other HR professionals. They also require proficiency in a specialised field or a broad understanding of relationships between different fields. This level requires the ability to select, develop and assess the suitability of ways of working; and highly developed skills in persuading, influencing, developing and motivating people and partnerships to achieve service objectives.

**People Management**

Lead, organise, develop and motivate employees within assigned function/service area specifically undertaking: management of performance, discipline and grievance, training and development requirements, absence management, recruitment and selection.

**Equality & Diversity**

Promote and role model a culture that supports the authority's Equality and Diversity policy to generate a positive environment.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Manage risk in relation to service delivery and contribute to the corporate risk management framework.

### **Representative Accountabilities & Responsibilities:**

- Create and maintain a highly competent and participative work environment through visible leadership, promotion of professional standards, and the development of outcome focused teams that understand their contribution to the HR Service and wider success of the authority
- Ensure the delivery of high quality, value for money and consistent services to customers in line with agreed service standards across a wide range of HR services and functions
- Lead the provision of a competitive and effective HR advisory service to schools under Traded Service agreements, ensuring professional standards and service quality are maintained and agreed performance standards are met
- Effectively balance and prioritise corporate, departmental and school governing body service requirements through consultation with Strategic Directors, Director of HR and Head teacher/School Governing Body representatives
- Monitor, evaluate and review the Traded Service arrangements, balancing the complex needs of a large number of diverse stakeholder against the Authority's role as LEA
- Project manage HR projects (service specific or Authority wide) including matrix management of resource from across HR and other functions
- Initiate, develop, recommend and implement HR policy and practice working collaboratively across the HR function and consulting with key stakeholders to ensure effective implementation
- Contribute to the development and implementation of the Authority's people management strategy

**Typical Knowledge, Skills & Experience:**

- Relevant profession qualification with significant post qualification experience of planning, organising and co-ordinating professional HR services within a complex business focused environment
- Comprehensive understanding of the HR service model and interdependencies between different HR service components
- Experience of developing and implementing business strategy within a traded service and delivering consistent results
- Excellent leadership skills to inspire, motivate, coach and develop team members to high levels of performance
- Skilled to communicate and negotiate with and influence colleagues, partners and stakeholders
- Proven experience of effectively managing a 'traded' service
- Experience of managing diverse and flexible resources in a complex business environment and across different settings
- Experience of managing change effectively
- The ability to think and act strategically in problem solving and decision making in a complex political and business environment with experience of producing long term plans which seek to satisfy the organisations strategic objectives
- Proven ability to manage a complex workload and deliver to timescales
- Expert knowledge of HR policies, procedures and practices and substantial experience of interpreting and applying a range of employment conditions
- Ability to plan and manage service and departmental budgets
- Knowledge of appropriate legislation codes or practice etc.
- Knowledge and promotion of the value of a diverse workforce

**Job Family: Human Resources****Code: HRS13****Grade: 13****Level Purpose:**

To plan, organise and manage the provision of high quality, effective and consistent HR / Health and Safety / Occupational Health / Learning and Development services. Or to lead a specific strategic HR / Health and Safety / Occupational Health / Learning and Development discipline, providing an expert reference point.

**Overall:**

Job holders at this level are technical experts, with CIPD or equivalent qualifications / membership and substantial post qualification experience. The jobs are professionally qualified; they require conceptual understanding and a great depth of knowledge of the particular specialist HR area.

Where jobs involve managing a team, the job holder's professional knowledge is the key element for advising and guiding team members. Though operating within a well defined area, there will be the need in many cases to be able to influence and change the views of the colleagues with whom they interact. Job holders are likely to provide a comprehensive HR service to the Council, including schools under relevant service agreements. They are required to make improvements within their division.

**People Management**

Lead, organise, develop and motivate employees within assigned function/service area specifically undertaking: management of performance, discipline and grievance, training and development requirements, absence management, recruitment and selection.

**Equality and Diversity**

Promote and role model a culture that supports the authority's Equality and Diversity policy to generate a positive environment.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Manage risk in relation to service delivery and contribute to the corporate risk management framework.



### Representative Accountabilities & Responsibilities:

- Manage and motivate a team of staff maintaining a highly competent, creative and participative culture through visibly effective leadership
- Deliver high quality and consistent services to customer in line with agreed service standards across a wide range of services, working with HR development and Shared Service functions as appropriate, provide expert advice as appropriate to colleagues and employees
- Develop, maintain good working relationships: service recipients, senior managers, Elected Members, outside organisations
- Build links with health, professional and national workforce bodies to identify priorities within learning and development field
- Draft complex reports on issues and initiatives for Chief Officer Group, Cabinet etc and prepare and present reports to departmental senior management where applicable
- Where appropriate ensure that learning and development needs are identified and addressed across the Authority in consultation with Strategic Directors and targeted programmes are delivered
- Project manage service specific or Authority wide projects in the area of expertise including matrix management of resources from across the HR and other functions
- Initiate, develop, recommend and implement policy and practice working collaboratively across the function and consulting with key stakeholders to ensure effective implementation
- Contribute to the development and implementation of the Authority's strategies which support and enable transformational change within the organisation
- Monitor and review operating practices, processes and procedures to ensure these reflect best practice, customer needs and the HR strategy
- Ensure that changes in HR policies and working practices are effectively communicated to all service users and stakeholders and that procedures and systems are updated appropriately

- Develop and negotiate Service Level Agreements with departments and develop and monitor performance standards to ensure these are achieved where appropriate
- Ensure that all complaints and incidents are effectively managed and that learning is embedded
- Contribute to the delivery of a programme of learning for customers to stimulate culture change and maximise effective utilisation of the new services available
- Ensure the integrity of all data utilised by the service
- Ensure effective workforce planning across directorates

**Typical Knowledge, Skills & Experience:**

- Relevant professional qualification, or relevant degree or equivalent and/or wide ranging and in depth post qualification experience of delivering professional services within a complex environment
- In depth understanding of the relationship between the HR and business strategy, and complexities and relationships between all components of the HR service
- Ability to apply strategic awareness to problem solving and decision making in a complex political/business environment
- Skilled to persuade others and influence outcomes critical to the business
- Ability to manage, and develop a large team or a number of smaller teams, ensuring that all team members are valued and understand their contribution to the Service
- Proven ability to manage and deliver a complex workload
- Experience of managing flexible resources within a complex business environment
- Experience of managing change effectively
- Initiative to ensure knowledge of current trends, approaches and methodologies is kept up to date
- In depth knowledge of relevant legislation or leading edge learning and development approaches and methods
- Expert knowledge of policies, procedures and practices relating to area of expertise and substantial experience of interpreting and applying a range of conditions
- Experience of consultation and negotiation within a highly unionised and political environment
- Knowledge of research, development and evaluation techniques
- Maturity of judgement, sensitivity and diplomacy
- Commitment to service improvement and enhanced organisation effectiveness
- Knowledge of appropriate legislation codes or practice etc.
- Knowledge and promotion of the value of a diverse workforce

**Job Family: Human Resources****Code: HRS11****Grade: 11****Level Purpose:**

To provide a professional HR / Health and Safety / Learning and Development advisory service to employees and managers. Or to develop and implement HR initiatives, policies and practices, supporting senior consultants.

**Overall:**

Job holders at this level are likely to be CIPD or equivalent qualified. They manage team caseloads; contribute to project teams and policy development; advise and coach operational management; liaise effectively with colleagues in other parts of HR services: manage and supervise teamwork. Jobs are likely to require a combination of applied and theoretical knowledge, though with an emphasis on practical applied knowledge. Forward planning could be for months ahead, though job holders will contribute to longer-term development.

This level requires the knowledge and experience to resolve complex issues; proactively anticipate problems and recommend solutions. Job holders may manage large numbers of staff. Therefore the focus is on influencing and successfully managing others to achieve service efficiency and effectiveness.

**People Management**

Supervise, organise, advise and motivate a team, specifically undertaking: management of performance, discipline and grievance, training and development support, absence management.

**Equality and Diversity**

Actively support the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Identify opportunities and risks associated with the service and escalate/report to management.

**Representative Accountabilities & Responsibilities:**

- Supervision or management of a defined team providing clear organisation, direction and development
- Assist in the development, implementation and promotion of HR/H&S/L&D policy, procedures and good practice through analysis of comprehensive workforce metrics and collaborative working with key stakeholders
- Provide professional operational advice to managers on the full range of management issues within the field of expertise
- Research and maintain a thorough knowledge of current issues and initiatives within the profession and public sector
- Where appropriate carry out identification of learning and development needs across the Authority in consultation with senior managers and departmental colleagues
- Project manage Authority wide and service specific projects and related initiatives
- Lead on the management of individual casework ensuring good practice and legislative requirements are met
- Work flexibly across the functions to ensure effective delivery of the agreed work programme and meet changing service requirements
- Work closely with directorates to ensure effective workforce planning
- Ensure activities comply with required legislation where applicable

**Typical Knowledge, Skills & Experience:**

- Relevant professional qualification, or relevant degree or equivalent, with post qualifying experience in an advisory role
- A demonstrable understanding of the service, the relationship between the components and processes within it, and an awareness of the service environments within which it operates
- Experience of the identification of needs and issues and the sourcing of solutions to ensure quality provision
- The ability to guide, coach and influence effectively at all levels of the organisation
- Experience of and ability to manage, motivate and develop a team
- The ability to build positive relationships with stakeholders across the Directorate/Authority
- Detailed knowledge of the Authority's policies, processes and procedures
- Experience of working flexibly across a range of service settings and subject areas
- The ability to manage projects and work independently to deliver work programmes within agreed timescales
- Financial experience or training sufficient to manage budgets where appropriate
- Extensive knowledge and experience of contributing to the development of policies, procedures and practices
- Experience of interpreting and advising on a range of employment conditions and related information
- Experience of researching, analysing and diagnosing problems and issues and presenting solutions/recommendations
- Knowledge of appropriate legislation, codes or practice etc.
- ICT skills
- Knowledge and promotion of the value of a diverse workforce

**Job Family: Human Resources**

**Code: HRS10**

**Grade: 10**

**Level Purpose:**

To provide a HR / Health and Safety advisory and support service.

**Overall:**

Job holders at this level are likely to be CIPD or equivalent qualified. They manage personal caseloads, contributing to projects and initiatives. They are likely to have relevant experience and specialist knowledge of national and local standards, legislation and procedures.

It is important at this level to be able to communicate with service users in a diplomatic and tactful manner; advise and guide colleagues on HR issues.

**People Management**

Supervise, organise, advise and motivate a team, specifically undertaking: management of performance, discipline and grievance, training and development support, absence management.

**Equality and Diversity**

Actively support the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Identify opportunities and risks associated with the service and escalate/report to management.



**Representative Accountabilities & Responsibilities:**

- Provide advice to employers, managers and colleagues on non routine human resource and health and safety issues ensuring procedural, good practice and employment legislation requirements are met
- Monitor compliance of and report on health and safety legislation and DCC policies and practices across organisational establishments
- Research current public sector and HR developments and initiatives, and maintain a professional knowledge of current developments and issues within these areas
- Contribute to HR projects and service initiatives under the direction of line management
- Determine training need and plan and deliver programmes to address the need, including any appropriate certification
- Provide workforce metrics and undertake profiling and analysis
- Support HR related casework including drafting complex correspondence and hearing papers, and liaising with and advising employees and managers on processes and procedures
- Work flexibly in HR functions: ensure effective delivery: agreed HR work programme; meet changing service requirements
- Contribute to establishing, implementing and reviewing HR / Health and Safety service standards and performance measures

**Typical Knowledge, Skills & Experience:**

- CIPD or relevant degree or equivalent
- Practical understanding of the range of HR services and their contribution to organisational performance
- Experience of working flexibly within a team and across difference areas of HR activity
- Ability to negotiate and persuade and build and maintain effective working relationships at all levels
- Demonstrable experience of working to and meeting service standards, targets and deadlines
- Good knowledge of employment legislation and HR best practice
- Experience of providing HR support and advisory services within a complex environment
- Proven consultation and negotiation skills
- Proven research, analytical and presentation skills
- Commitment to service improvement and enhanced organisational effectiveness
- Commitment to equalities and diversity
- Good numeric and literacy skills
- Proficient IT skills

**Job Family: Human Resources****Code: HRS09****Grade: 09****Level Purpose:**

To provide a HR advisory service, within a directorate or development function or to manage the delivery of high quality transactional HR services. Or provide a practical Learning and Development or Health and Safety service within a functional area.

**Overall:**

Job holders at this level are likely to be CIPD qualified or have equivalent experience of supporting the provision of HR advice and assisting in research, projects and casework. Jobs at this level have an emphasis on practical applied knowledge of specialised methods and processes, dealing with day-to-day problems as referred by members of the team, judging when to involve more senior managers.

Job holders are required to provide clear advice to internal and external customers, establishing and maintaining effective working relationships. A well-developed knowledge of related activities in other areas is needed. Job holders assess the impact of their advice on the service area. They are required to manage their work independently and may co-ordinate the activities of others.

**People Management**

Where relevant, allocate work and monitor the standard of team performance and ensure resolution of any issues.

**Equality and Diversity**

Actively support the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Identify opportunities and risks associated with the service and escalate/report to management.

**Representative Accountabilities & Responsibilities:**

- Provide support to HR casework or contribute to specific HR projects and service initiatives as directed by line management
- Undertake routine projects including research, drafting or recommendations and implementation
- Where relevant, supervise and support staff, ensuring their development and provision of effective services
- Deliver a high quality consistent professional service to customers with regards to the relevant HR / Learning and Development / Health and Safety processes and administration activities
- Plan, develop and deliver identified training needs within area of expertise
- Where relevant, provide a role model for team members and develop individuals to ensure they reach maximum potential, motivate and evaluate performance levels to identify improvements
- Maintain a sound knowledge of employment legislation and practices within the area of expertise and their practical application, within a local authority context
- Ensure that changes in policies and working practices are effectively communicated to all service users and stakeholders and that procedures and systems are updated appropriately
- Provide workforce metrics, profiling and analysis, ensure quality of data and take steps to enhance, contribute to the development and maintenance of systems and records management
- Establish good working relationships with service recipients
- Monitor escalation of queries to improve front line service and support
- Deal effectively with customer complaints and service related incidents liaising with managers as appropriate
- Contribute to the customer service delivery strategy

**Typical Knowledge, Skills & Experience:**

- Relevant qualification and experience in transactional HR service/ or relevant CIPD entry qualification
- Understanding of HR services and their contribution to organisational performance
- Experience of working flexibly within a team
- The ability to guide, coach and influence effectively at all levels of the organisation
- Where appropriate experience of/ability to supervise staff to meet organisational objectives
- Written and verbal communication skills and the ability to build relationships and influence others based on knowledge of the area
- Knowledge of systems, HR processes and understanding of the complexities of the HR and payroll processes
- The ability to work independently to deliver work programmes within agreed timescales
- Knowledge of employment legislation, best practice, and the Authority's policies, processes and practices
- Experience of analysing and diagnosing problems/issues and to research and present solutions/recommendations
- Effective numeric ability and IT skills
- Sound numeric and literacy skills