**University of London**

**Job Specification**

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| Job Title: | **Head of Partnering** |
| Department: | **Human Resources (Partnering)** |
| Level: | **9** |
| Post Number: |  |

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| **Job Purpose:** | * To lead the delivery of best practice HR Partnering services across the University in support of the People Strategy; working with key stakeholders (including HR SLT, HR SMT, other HR teams, Trade Union and ICE representatives) to ensure high quality advice and guidance on employment, organisational change, employee relations and performance management; all underpinned by a suite of modern, fit for purpose HR policies, procedures and frameworks that reflect best management practice. * To work collaboratively as a member of the HR Senior Management Team (SMT) to deliver seamless, integrated, customer-focused HR services across the University in support of the People Strategy, identifying and acting on opportunities for improved efficiency and customer experience and driving continuous improvement. * To provide HR expertise and collaborative leadership to the Partnering team, coaching, developing and empowering team members to deliver high performance in support of business outcomes, and paying attention to wellbeing. |

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| **Requirements of the role** | |
| **General**   1. Responsibility for the provision of high quality Partnering Services, ensuring internal customers receive responsive, informed advice and guidance that sets out risks and other considerations. 2. Oversee a broad range of ER activities (e.g. grievances, redundancies, disciplinaries, workplace investigations, TUPE transfers, early conciliation, liaison with legal advisors, preparation of ET responses, settlement agreements, etc), acting as the escalation point for complex ER issues/cases, to ensure consistency of practice and compliance with employment legislation. This will involve some hands-on casework management. 3. Provide strong leadership to the Partnering team on employee relations case work, ensuring effective distribution of workload, supervision of cases and regular risk management, closely monitoring any matters that have the potential to result in legal action or cause reputational harm to the University, and keeping the Deputy Director and Director of HR updated as appropriate. 4. Develop constructive relationships with senior stakeholders across the University, meeting regularly with them as the senior HR lead on workforce planning, performance and employee relations and liaising with other HR teams (Resourcing, Payroll, Learning & Development, Health, Safety & Wellbeing) to ensure alignment with the People Strategy and seamless integration with other HR activities and initiatives. 5. Oversee the review and updating of the University’s people-related and HR policies, ensuring they are accessible, up to date, fit for purpose, reflect the University’s commitment to equality, diversity, and inclusion (in liaison with the Head of Inclusion where appropriate), consulted on as appropriate and consistently applied across the University. 6. Develop and maintain an effective employee relations infrastructure that includes policies, procedures and guidance, case record/management and review, documented procedures, policy-to-practice workshop materials, template documents and toolkits for use by Partnering and line managers. 7. Organise regular case management discussions to discuss cases, risks and issues, share knowledge and best practice and provide development for HR Partners and Advisers, with effective record-keeping and systems for case work to enable seamless delivery and easy cover for or handover of queries and cases. 8. Lead on the quarterly provision of a People Dashboard (liaising with the Workforce Analyst for data production) with qualitative and quantitative management information on the University’s workforce, supported by meaningful analysis of people-related intelligence (data, casework, etc) and a narrative assessing significant trends, risks, issues and successes, and horizon-scanning to provide insight on trends that may shape future workforce management practices. 9. Ensure the effective provision of HR support in formal employee relations case hearings (eg disciplinaries, grievances and appeals) to ensure HR input is objective, independent and mitigates risks to the University in respect of potential further action (eg litigation), including:  * Deployment of appropriate HR resources to support the process and ensure investigators or Chairs of formal hearings and appeals understand best practice, risks, University policies etc, and ensure administrative support (e.g. note taking) * Maintaining a register of trained internal investigators, organising training/refresher training where required to ensure availability of investigators and to provide HR colleagues with the skills to support investigations in accordance with good practice.  1. Responsibility for the University’s response to Employment Tribunal cases and the drawing up of settlement agreements, taking legal advice where appropriate (keeping the Deputy Director informed of any cases where legal advice is required), ensuring that documentation is complete for each stage of the process and effective records are kept in accordance with GDPR and legal requirements. 2. Along with the Director and Deputy Director of HR, develop and maintain a constructive relationship with recognised Trade Unions and ICE Forum through regular communication about people-related activities (as appropriate to their remit and legislative requirements), taking the lead in formal consultation, and in co-ordinating the ICE Forum and associated activities. |  |
| **Management responsibilities**   1. Provide motivational leadership and professional development to Partnering colleagues by role-modelling team values, collaborative working, open communication, mentoring, coaching and sharing experience, knowledge and good practice, so that the team delivers high quality partnering to the University. 2. Provide supportive line management to direct reports, coaching for effective performance and development, carrying out regular 121s and team meetings to ensure effective prioritisation, supervision and management of workload, and attention to wellbeing. 3. As a member of the HR SMT, be responsible for providing Partnering updates at the HR team meetings and ensuring an update is ready for each meeting. |  |
| **Continuous improvement**   1. Be collectively responsible with other HR SMT leads for pro-active cross-team working across HR, ensuring regular cross-team meetings that provide all colleagues with dedicated time to meet and discuss operational issues and ideas for resolution, and keeping the HR Senior Leadership Team informed of progress and developments. 2. Lead and oversee delivery of service improvement initiatives and projects that support the People Strategy, developing and documenting best practice processes in collaboration with HR colleagues across all teams. |  |
| **HR Professional & Sector knowledge**   1. Keep abreast of recent developments and legislation changes relating to HR and people management practices and employment law, maintaining up to date knowledge to provide expertise, advice on best practice and support to managers and staff. 2. Participate in meetings outside the University where appropriate, maintaining constructive links with HR colleagues in other HE institutions. |  |
| **Other duties**   1. Actively champion, follow and promote the University’s policies, including the Dignity at Work and Equal Opportunities policies. 2. Maintain an awareness of and observe fire and health and safety regulations. 3. Any other duties consistent with the grade and scope of the post, or as reasonably required of the post-holder by the reporting manager. |  |

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| **Reports To:** | Deputy Director of HR |
| **Responsible for:** | HR Partners, HR Advisors |
| **Additional demands of the fole:** | The University operates a Hybrid Working framework involving a mix of working from home and attendance at the office. |

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| **Person Specification** |
| **EXPERIENCE & JOB-RELATED QUALITIES**  *Essential*  Previous experience or other demonstrable capacity of effectiveness in the following:   * Leading the effective delivery of Partnering services in different and complex sectors (eg HE, NHS, private sector) with diverse professional workforce populations. * Stakeholder management and effective partnership working with a range of senior stakeholders, internal customers and trade unions. * Leading on the defence of Employment Tribunal claims or other legal cases, including the drafting of associated documentation (eg settlement agreements). * Developing effective case management frameworks for management of risks and issues in ER casework. * Leading formal organisational change (including TUPE) in a unionised environment. * Managing and coaching diverse teams for high performance, including dealing constructively with poor performance. * Managing conflict and resistance pro-actively, objectively, sensitively and constructively. * Delivering at pace and managing competing priorities effectively. * Managing business process change. * Workforce, task, process and project planning and management for effective operational delivery of business priorities over the short, medium and longer term. |
| **TECHNICAL KNOWLEDGE & SKILLS**  *Essential*   * Proven leadership and management skills. * Up to date knowledge of best practice in HR policy and people management. * Up to date knowledge of employment legislation and the legal requirements of organisational change (including TUPE). * Critical analysis and evaluation skills to interpret, summarise and communicate complex statistical and other data (qualitative and quantitative) to different audiences. * Knowledge of the requirements of GDPR, Freedom of Information and Subject Access Requests in relation to records of casework and HR records. * Investigation skills. * Report and policy writing skills. * Competence in MS Office 365 and HR Information systems. * High degree of numeracy and literacy.   *Desirable*   * Knowledge of contemporary HR Information Systems eg Business World * Mediation or coaching skills |
| **EDUCATION & PROFESSIONAL QUALIFICATIONS**  *Essential*   * Chartered Member of the CIPD or similar relevant body * Degree level education or comparable professional HR qualification.   *Desirable*   * Trained in coaching or mediation * Masters/Degree level qualification in learning and development or OD * Chartered Fellow of the CIPD |
| **PERSONAL QUALITIES**  *Essential*   * A strategic thinker who considers the big picture and all perspectives before acting. * Displays curiosity, humility, empathy, objectivity and openness to feedback and other perspectives. * Is self-confident, with professional gravitas and strong influencing and interpersonal skills to challenge constructively, build rapport and influence strategic decision-makers * Is self-aware, understanding the impact of own actions on others and knowing when a change in approach may be needed. * Shows diligence and personal resilience in the face of setback or crisis. * A supportive leader and manager who enables others to work at their best, and develops professionalism and high performance in people of different capabilities and styles. * A good communicator, with excellent presentation and facilitation skills, able to translate complex data and messages for different audiences. * Pro-actively addresses conflict, sensitively, objectively and constructively. * Captures learning to identify improvements and influence strategic decisions and policies for the future. * Demonstrates integrity in the handling of personal data. * A collaborative team player who works effectively with others to deliver a good service. * Questions inconsistencies and anomalies, proactively identifying issues and working collaboratively to find practical solutions. * Committed to own and others’ development. |