Job Description: Head of People and Development

Responsible to: Director of Finance

Responsible for: Human Resources Manager, Learning and Development Manager

ROLE PURPOSE

To lead the evaluation, development and implementation of best in class people strategies which will drive the Trust forward as an employer of choice and support the organisation in achieving its vision, mission and strategic goals.

Our People and Development function is principles-led, evidence based and outcomes driven, delivering value to our people and business in three specialist areas;

1. People Services
   - Recruiting, on-boarding, performance, payroll, compensation and benefits, retirement/exit, policy development and guidance
   - Resourcing and talent planning
   - Performance and reward.

2. Learning and Development
   - Organisational culture
   - Organisational design
   - Organisational capability

3. Quality and Continuous Improvement
   - Channel internal and external data and feedback to apply insights that drive continuous business performance and sustainable success.

KEY AREAS OF RESPONSIBILITY

1. Leadership
   - Translate the business strategy, and the St Andrews Links Trust vision and values, into a Group People and Development Strategy
   - Be accountable and responsible for the development, achievement and evaluation of the Group People and Development strategy and objectives
   - Ensure that the Senior Management Team and relevant committees are sufficiently informed and engaged in the area of People and Development.
   - Provide clear and inspirational leadership.
2. Organisational Development

- Lead the planning, implementation and evaluation of a business focused organisation, with:
  - Delivery plans and evaluation strategy
  - Structured and strategic training need analysis
  - Supporting tools and interventions that identify and maximise the potential, and improve the capability, of individuals, teams and the organisation through continuous improvement, excellence in service delivery, and the flexibility to meet changing business needs and priorities.

3. Performance, Risk and Compliance

- Develop appropriate People and Development measures across the organisation which enable the leadership team to monitor the impact of our People and Development strategies and where attention may need to be focussed at a strategic level in order to best support delivery of our mission and vision.
- Develop, monitor and regularly report on key People and Development performance indicators, management processes and compliance frameworks and take appropriate action to achieve improved service delivery and business objectives whilst appropriately controlling and mitigating risk.
- Ensure that any risks associated with the People and Development function, for example with respect to current and future legislation, are communicated and managed appropriately and effectively.

4. Financial Control

- Prepare, review and monitor functional financial budgets and authority levels and ensure that they are followed.

5. General

- Carry out any other duties appropriate to this post, as necessary or as requested, by the Director of Finance.

PERSON SPECIFICATION

1. Education and qualifications

- Educated to degree level in Human Resources, Management or a Business discipline
- CIPD qualified to level 5 and/or professional membership at Chartered MCIPD level
- Evidence of continuous professional development experience, knowledge and understanding.

2. Experience, knowledge and understanding

- Proven experience at a senior level of leading and inspiring a successful People and Development team in a people and service focused organisation
- Strategic understanding, and operational delivery, of people and development agendas and best in class practices covering attraction, recruitment, performance management, employee engagement, talent management and organisational change and development including culture change and development
- Experience of developing and embedding people-focused strategies to deliver commercial and other business objectives
- Significant experience of leading organisations, senior managers and teams through organisational change driving a performance culture and developing high performing leaders, employees and teams.
3. Personal characteristics

- A role model of collaborative working, valuing and developing employees
- Confident and effective communication and engagement
- High levels of commitment to the achievement of business objectives
- Articulates a clear vision in the day to day delivery of services
- A strategic and innovative thinker who is able to translate strategy into operational and project plans and business and commercial goals into a highly engaging and robust people and development strategy
- Able to manage information and interpret and present high quality written, oral and numerical information
- Able to inspire others to deliver great customer service
- Proven ability to challenge, influence and do things differently with positive business benefits
- Proven ability to build and manage budgets effectively
- A results driven coach who supports, develops and inspires others to excel.