JOB PROFILE (NON-UNIFORM)

Job Title:	Head of Human Resources and Learning & Development		
Post Reference		**Permanent/ Temporary**	Permanent
Grade/Role:	10		
Hours:	37 hours per week		
Reports to:	Director of People and Organisational Development		
Directorate/ department:	People and Organisational Development		
Location:	Service Headquarters		
Politically Restricted:	**Yes ☒**	**No ☐**	
Safeguarding Level Required:	**☐ Standard** **☐ Enhanced** **☒ Enhanced (with barred Child)** **☐ Enhanced (with barred Adult)**		
Safeguarding Level Required	**☒ Level 1** **☒ Level 2**		

Main Purpose of the Job:

Lead and develop a professional, effective and efficient Human Resources and learning and development service in support of the strategic direction of the organisation towards skilled and confident line managers and fully competent staff supported by a decentralised professional function.

Define and implement corporate learning and development strategies, plans and policies which are aligned with and facilitate the delivery of the Organisational Development Plan.

Provide overall leadership for training centre and driving school, ensuring that the service delivers high quality development which ensures operational staff competence is maintained and developed.

Work in partnership with the Trading Company to identify and deliver services which present a commercial opportunity.

Work with the Thames Valley Collaboration team and partners in other emergency services and the wider public sector to identify and exploit opportunities for sharing or

jointly procuring services.

Provide specialist expertise to the senior leadership team and Elected Members as required and deputise for the Director of People and OD as appropriate.

Organisational Structure – see separate structure charts

Dimensions

Staff/Managerial responsibilities:
Managers/senior professionals: up to 10 staff
Staff: up to 40 staff including temporary and project staff

Finance: bands up to £400k, up to £ 4m, up to £ 40m
Budgets-Direct: up to £ 4m
Budgets-Indirect: up to £ 40m

Context

As operational lead for Human Resources and Learning and Development the postholder will lead on the delivery of policy, process and development that support the strategic direction of the organisation. The role requires a high level of professional expertise across generalist human resource management, pensions, learning and development and organisational development.

The post-holder is expected to respond flexibly to the changing Political and financial environment and develop and implement best-practice solutions to ensure that the RBFRS workforce is skilled, engaged and performing to the highest possible standard.

This role also deputises for the Director at internal and external meetings and other forums and needs to network extensively and effectively with partner organisations as well as other internal services.

The post-holder will be a member of the RBFRS Joint Management Team and play a full role in the strategic leadership of the organisation.

Main Duties and Responsibilities:

1.0 To lead the development and implementation of the corporate Human Resource strategies, plans and policies managing implementation against agreed corporate time frames, budget and reporting against agreed performance measures.

1.1 Act as expert adviser supporting Members and senior officers on complex /high level professional matters.

1.2 To lead and support the development and implementation of HR policy across all areas of the organisation including improving performance, maximising attendance and providing effective management of change.

1.3 To Lead the HR team to develop, co-ordinate, implement and audit all HR activity across the organisation and work to continuously improve the service provided.

1.4 Provide advice to managers on pay, conditions of service matters, employee relations issues and policies taking into account current employment and case law to influence best practice and operational activity.

1.5 Make proper arrangements for the effective recruitment of personnel to maintain the capacity and capability of the organisation in line with workforce plans and budgets.

1.6 Maintain effective employee relations including participation, consultation and negotiation with representative bodies and ensure maintenance of productive working relationships with all colleagues.

1.7 Specify and manage human resources services secured through contracts with key suppliers, including occupational health, employee assistance programme, pensions administration and recruitment advertising.

1.8 Lead the development and implementation of the Staff Performance Management Strategy delivering against agreed performance measures and project plans over the lifetime of the Strategic Framework; to lead the integration and embedding of HR systems in supporting effective objective setting, personal development planning and performance management.

1.9 Provide an effective occupational health service including involvement in the determination of policies in individual cases of long-term absences and ill health retirements. Determine, monitor and co-ordinate the Service's Absence Management Policy.

1.10 Provide advice to managers on pay, conditions of service matters, employee relations issues and policies taking into account current employment and case law to influence best practice and operational activity.

1.11 Provide advice and guidance on the operation of Firefighter Pension Schemes and the Local Government Pension Scheme.

2.0 As part of the OD Programme Board, lead agreed elements of the Organisational Development Programme in line with agreed timescales and programme objectives.

2.1 Support the Director in the management and development of the Directorate, deputising as appropriate.

2.1 Lead the development and implementation of the Leadership and Management Competency Framework and related plans to deliver development to support the implementation, including the commissioning of external providers as required.

2.2 To set the direction and provide leadership for the development and implementation of the Corporate Learning & Development Plan ensuring all activity across both the OD & Corporate Learning Plans is organised to ensure a coordinated approach to delivery. This involves the management of limited budgets and resources and requires the post holder to develop innovative solutions to service design and delivery.

2.3 To review strategy and policy development and provide specialist, authoritative advice on the implications for the organisation and to design policy solutions that meet Royal Berkshire Fire and Rescue service and organisational strategic requirements.

2.4 To design and facilitate the implementation of change management programmes to support cultural and organisational change and performance improvement in line with organisational values.
2.5 To set the direction and operationally manage the development and alignment of key organisational systems as relates to HR, OD and L&D.

2.6 key stakeholders especially the OD lead to ensure the effective delivery of the intervention and the achievement of the Investors in People Standard.

2.7 Develop and embed an approach to the evaluation of organisational development and learning activities consistent with the corporate approach to Return on Investment and Quality Improvement. This should be used to determine the effectiveness of interventions and update/refresh these as required to optimize their beneficial impact.

2.8 Work with the Director of People & OD to implement and embed a measurement framework for the HR and Learning and Development function that enables the demonstration of value added by the Directorate to the wider organisation.

3.0 Lead the development and oversee the implementation of a culture of continuous learning and improvement aligned with the requirements of the Strategic Plan and multiple directorate operational plans.

3.1 Lead the development of integrated systems to support learning, objective setting and development planning maximising the potential of the service. Lead the development of effective local learning and development enabling the achievement of objectives and organisational change.

3.2 Oversee the effective planning of departmental/functional training budgets, forecast costs and delegate numbers as required by organisational planning and budgeting systems.

3.3 Oversee the assessment of training needs for all staff and organisation, in consultation with Directors, ensuring that resources are appropriately aligned to delivery corporate objectives.

3.4 Stay informed as to relevant skill and qualifications levels required by staff for effective performance meeting both statutory and operational requirements, and circulate requirements and relevant information to the organisation as appropriate.

3.5 Produce organisational strategy and plans to meet training and development needs, and manage training delivery including the training centre, measurement and follow up as necessary.

3.6 Commission development via external providers as required, ensuring effective management of the procurement process, ensuring the publication of relevant data to meet the transparency agenda.

3.7 Identify, select and manage external training and accreditation bodies, agencies and providers necessary to deliver required training to appropriate standards and legal requirements.

3.8 Arrange for the maintenance of all necessary equipment and materials relating to the effective delivery and measurement of training.

3.9 Ensure all training activities and materials meet with relevant organisational and statutory policies, including health and safety, safeguarding, employment and equality laws.

3.10 Oversee and quality assure the delivery of high quality and timely management information on all aspects of human resources and learning and development activity across the organisation and information to report progress against agreed performance measures in the OD Plan.

3.11 Any other duties commensurate with the role and grade.

General Responsibilities of RBFRS Leadership Team

Uphold and promote the values of Royal Berkshire Fire and Rescue Service, complying with the required standards of conduct, integrity and behavior at all times.

Comply with all finance and procurement policies, procedures and practices, demonstrating the highest level of integrity at all times.

Comply with all people management policies and practices, ensuring your teams are well managed and that corporate standards are achieved.

Practice and promote RBFRS health and safety policies and processes, ensuring a safe working environment for yourself and your staff.

Ensure you are familiar with Safeguarding policies and responsibilities and that teams are trained to relevant standard.

Deliver service plans and performance management information in line with corporate guidelines and deadlines, ensuring collaboration with other members of the Joint Management Team.

Ensure you are familiar with data security policies and management, that your teams are trained and that data protection and appropriate processing is given the highest priority.

Promote and adhere to the Service's policies on equality and fairness, and treat colleagues and members of the public with respect.

Take responsibility for your own performance (including personal fitness), participate positively in development activities and support development of others.

Participate, if required, in any investigations or procedures relating to health and safety, disciplinary, or legal matters.

Act in an environmentally responsible manner by minimising pollution and the wasteful use of energy and resources

In order to secure the best possible service to the public or the welfare of their colleagues, all employees may from time to time be asked to undertake appropriate duties which fall outside their usual area of responsibility. You are expected to respond positively to such request and encourage your teams to do the same.

PERSON SPECIFICATION

	Essential	**Source of evidence**	**Desirable**	**Source of evidence**
Skills and aptitudes	Able to cultivate effective relationships with a wide range of people including elected Members, based on trust and mutual respect	AF 1	Coaching/ mentoring	I PT
	Strong performance focus and commitment to improving public service delivery	AF I		
	Confident and inspiring leadership	AF I		
	Collaborative, enthusiastic team player	AF I		
	Commitment to high professional standards	AF I		
	Enthusiastic innovator/challenges status quo	AF I		
	Professional courage; self confidence; personal resilience; integrity	AF I		
	Demonstrable commitment to Equality and Diversity	AF I		
	Full range of management skills: people; budget; performance; information; operations; contracts and procurement	AF I		
	Strong analytical skills/able to disseminate complex data Confident negotiator	AF I		
	Highly influential, with well developed written and oral communication skill.			
	Sound			

	judgement/decision making Computer literate	AF I I PT		

Knowledge	Thorough, up to date understanding of recent and forthcoming employment legislation and modern HR practices, and awareness of their practical application in the public sector	AF I PT		
	Broad understanding and experience of delivering change management and OD interventions to support organisational transformation and culture change	AF I PT		
	Strong understanding of the complexities of working in a political environment and an ability to maintain credible professional presence with elected Members	AF I PT		
	Able to lead on resolving complex/high risk employee/industrial relations matters	AF I PT		
	Demonstrable ability to lead, motivate and develop a team of professionals, and manage operations to ensure delivery to defined performance standards and demonstrating VFM	AF I PT		
	Awareness of current services/HR Systems/resources available in the market; able to procure and			

	manage contracts for quality outcomes and VFM Successful track record of managing a demanding personal workload, effectively balancing strategic and operational responsibilities	AF I PT		
Experience	Experienced Head of HR/OD or exceptional deputy, with extensive generalist HR experience at leadership level Successful track record in delivering complex organisational change/transformation in a comparably complex environment Track record in developing HR strategies that deliver business outcomes, develop organisational capacity and build employee engagement and a strong employer brand	AF AF AF	Uniformed service experience Public sector experience	AF AF
Qualifications	CIPD Qualified (MCIPD or FCIPD) or equivalent	AF	Post grad qualification in HR or OD Management qualification	AF AF
Other requirements	Full EU driving licence Able to work outside normal office hours Politically restricted post			

AF application form I interview WT written test
PT practical or physical test M medical declaration/examination
DC document check X other

Other Requirements

Ability to travel to other locations within the county of Berkshire

Flexible approach to working hours and attendance and ability to attend meetings out of hours on occasion.

RBFRS Behaviours

The Behavioural Competency Framework outlines the standards that we already hold ourselves to and sets out the behaviours that are associated with our core values. These have been divided into three levels in the organisation based on the role an individual is performing - Leading Self, Leading Others and Leading the Service.

This level this role operates is Leading the Service

Leading Yourself (Behaviours for Everyone)	
Safe	We are a service where our health, safety and wellbeing is a shared responsibility. Speaking up, looking out for each together, and holding high standards are how we keep our people and communities safe.
Supportive	We are a service where support isn't just about words, it's about action. Looking out for each other, sharing knowledge, and working together make us stronger.
Inclusive	We are a service where inclusion is a shared responsibility. It's not about making everyone the same, it's about making sure everyone feels like they belong, is treated fairly and has a voice. Inclusion happens through everyday actions, not just policies.
Leading Others (Behaviours for those who Manage/Influence Others)	
Safe	We set the tone for a safe and professional environment. Whether we lead a team directly or influence others across the service, we create an environment where people feel confident speaking up, take responsibility, and support each other to maintain a working environment that feels safe for all.
Supportive	We create a working environment where people feel supported practically, emotionally and in their development. Whether leading a team or influencing others, we create supportive places and encourage personal and professional development.
Inclusive	We create a working environment where everyone is valued, respected, and able to contribute. Inclusion isn't just about policies, it's about what we do every day. We take responsibility for leading in a way that lets people know they belong.
Leading the Service (Behaviours for those in Senior Management Positions)	
Safe	The way we lead, the decisions we make, and the culture we shape, result in everyone feeling safe to do their best work. Safety isn't just about policies and procedures; it's about building trust and the confidence to speak up and act.
Supportive	We lead in a way that strengthens our service for the long term, supporting our workforce and the communities we serve. How we lead shapes the conditions for people to thrive and the impact we have beyond our own teams.
Inclusive	As senior leaders, we set the standard and remove the barriers. People's experience of our service is shaped at the top. The way we lead determines whether inclusion is something people feel in their day-today, or just something we talk about. It's our job to make sure it's real, measurable, and built into how we operate.

Profile prepared by:	Anne-Marie Scott		
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Profile Effective from:		**Last reviewed:**	August 2015
Post holder name:		**Signature:**	
		Date:	