

## Job description

**Job title:** Assistant Director – Human Resources & Organisational Development

**Grade:** 15 **Post Number:** 001834

**Directorate:** Resources

**Unit:** Human Resources and Organisational Development

## Job purpose

To lead a high quality, effective and responsive human resources and organisational development function, taking overall leadership on all HR and organisational development issues.

Accountable for organisational development (including leadership and management development) in the GLA to ensure the GLA has the workforce capabilities and agility to satisfy its short, medium and long term objectives

Responsible for staff engagement and internal communications within the GLA.

## Principal accountabilities

- 1 Develop and implement effective human resources strategies, plans and policies to ensure the long term development of the organisation. Develop and implement plans to ensure the organisation is recruiting, retaining and motivating the highest calibre of people to deliver the Strategic Plan.
- 2 Lead a team with accountability for bridging capacity and capability gaps in the organisation and developing business processes in different functions.
- 3 Provide high level advice and guidance to the Mayor, London Assembly and senior managers of the GLA in human resources management and organisational development.
- 4 Lead on the development of a cohesive and flexible performance-based culture and drive effective leadership of organisational change throughout the GLA.
- 5 Develop and implement innovative and positive equalities and diversity policies that ensure the GLA reflects the population of London.
- 6 Work with the GLA Group Human Resources Network on a range of joint projects and procurement exercises. Represent the GLA on human resources issues in its dealings with external bodies, to ensure that maximum benefit is derived for the GLA through full participation and exchange of ideas and information.
- 7 Contribute to the corporate management of the GLA through making the major contribution on people management issues including participating in multi-discipline, cross-departmental and cross-organisational groups and task teams.
- 8 Manage resources allocated to the job in accordance with the GLA's policies and code of ethics and standards.

- 9 Realise the benefits of flexible approach to work in understanding the duties and responsibilities of the job.

### **Key relationships**

Accountable to: Executive Director of Resources

Accountable for: Human resources  
Internal communications  
Project management

Principal contacts: Senior Management Team, Mayor and the London Assembly, functional bodies, external organisations.

### **Person Specification**

#### **1. Technical requirements/experience/qualifications**

- Member of the Chartered Institute of Personnel and Development (CIPD) or able to demonstrate an equivalent level of knowledge gained through extensive and high level strategic experience within human resources management
- Ability to manage more wide ranging services in addition to the human resources function with an interest in, and knowledge, of staff engagement and organisational development.
- A successful track record of achievement at senior level in developing and implementing human resources policies in a high profile organisation
- Substantial experience of leading and managing a human resources management function in a high profile organisation
- Ability to lead, develop and implement diversity and equality of opportunity as an integral part of the role and throughout the GLA

#### **2. Behavioural competencies**

##### **Building and Managing Relationships**

... is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

##### Level 4 indicators of effective performance

- Identifies and engages a diverse range of influential contacts within stakeholder and community groups, and partner organisations
- Builds alliances to establish mutually beneficial working arrangements, openly sharing knowledge and insights
- Actively challenges and addresses 'silo attitudes' to encourage effective relationship building inside and outside the GLA
- Understands the complexities of political dynamics and uses this to manage relationships and resolve conflict effectively
- Identifies clear win-win situations with external partners

## **Communicating and Influencing**

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

### Level 4 indicators of effective performance

- Articulates self with credibility and conviction, encouraging buy-in to corporate position
- Influences the thinking of other organisations, encouraging them to deliver in line with the GLA
- Ensures that the organisation communicates inclusively with staff and external stakeholders
- Acts as a credible and convincing spokesperson and negotiator for the GLA
- Instils a corporate commitment to accessible communication

## **Strategic Thinking**

...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

### Level 4 indicators of effective performance

- Develops a positive and compelling vision of London's future potential, demonstrating confidence in the strategic direction of the GLA
- Translates an understanding of the complex and diverse threats and issues facing London into positive action
- Proactively involves partners in strategic thinking, incorporating their views into plans and working with them to align strategic priorities
- Sets organisational priorities by identifying where time and investment is needed most
- Generates and leads strategic initiatives that reflect the GLA's position as a regional authority

## **Managing and Developing Performance**

... is setting high standards for oneself and others, guiding, motivating and developing them, to achieve high performance and meet the GLA's objectives and statutory obligations.

### Level 4 indicators of effective performance

- Creates an organisation that learns from experience
- Sets clear organisational objectives, cascading challenging yet achievable deliverables to directorates
- Identifies strategic level performance indicators and communicates these clearly
- Leads and sets an example for desired behaviour and performance for GLA staff

- Instils a culture of high performance and outstanding results where staff are encouraged to perform to their best

### **Decision Making**

... is forming sound, evidence-based judgements, making choices, assessing risks to delivery, and taking accountability for results.

#### Level 4 indicators of effective performance

- Makes difficult decisions for the long term benefit of the organisation
- Presents and instills confidence in strategic decision-making
- Consults stakeholders early in critical organisation-wide decisions
- Stands by the decisions and actions of the GLA
- Accepts and promotes accountability for the GLA's decision making
- Ensures the organisation balances effective risk management with the need for timely actions

### **Problem Solving**

... is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.

#### Level 4 indicators of effective performance

- Seeks multiple perspectives to understand the breadth and depth of complex issues
- Produces strategies to solve organisation-wide problems, considering the practical and political concerns associated with the implementation of solutions
- Enables the GLA to continuously improve and innovate in the long term
- Problem solves jointly with others to stimulate innovation
- Turns ambiguous or difficult situations into opportunities

### **Responsible Use of Resources**

... is taking personal responsibility for using and managing resources effectively, efficiently and sustainably.

#### Level 4 indicators of effective performance

- Explores different options for funding and income generation
- Sets budgets, understanding current costs and challenging teams to deliver greater efficiency
- Monitors resource allocation across the organisation, ensuring the GLA works within budget and resources
- Ensures the GLA procures and uses resources fairly and responsibly and with regard for environmental efficiencies
- Leads initiatives to identify and deliver efficiencies across the GLA Group and through partnership working

### **Organisational Awareness**

... is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly.

#### Level 4 indicators of effective performance

- Focuses on the needs of Londoners, promoting organisational awareness of how they impact GLA priorities

- Anticipates and responds appropriately and professionally to political pressure, inspiring confidence and trust from politicians
- Shapes senior stakeholders' perceptions of the GLA, using their influence to support the GLA agenda
- Influences Londoners' perceptions of the GLA, using the Media where appropriate
- Leads the organisation by setting the highest standard in upholding integrity and ethical behaviour

### **Responding to Pressure and Change**

... is being flexible and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift

#### Level 4 indicators of effective performance

- Demonstrates resilience in the face of challenge from staff, media and partner organisations
- Promotes the GLA as a flexible organisation, responding to the changing needs of Londoners
- Shows positivity in the face of external pressure, minimising negative impact
- Drives a culture of continuous improvement
- Sets the direction for organisational development and ensures effective communication of change initiatives

### ***Reasonable adjustment***

*Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work*