

**Manchester City Council  
Role Profile**

**Director People and Organisational Development  
People & OD Service, Corporate Services Directorate  
Salary: Grade SS4**

**Role portfolio**

**Overall purpose of the role**

This senior role is accountable for providing the high level of strategic workforce and organisational development leadership and management necessary to ensure that Manchester City Council is able to deliver the ambition and aspirations of 'Our Manchester' as the long term vision for the future of the City.

Capturing and exploiting the ambition, energy and excitement of Our Manchester, so that we are focused on delivering the things Manchester people told us were important requires the highest levels of workforce engagement and productivity. Consequently, the Director's responsibilities will include driving forward the Council's workforce transformation, organisational development, and workforce equality and inclusion strategies.

There will be a strong focus on employee wellbeing, listening and responding to issues, and delivering changes identified to enable our employees to deliver the best outcomes for our residents. The post holder will raise the standard of leadership and management across the organisation and build on our positive trade union partnerships and strong organisational values. It will also re-skill and reshape our workforce, bringing in new talent where needed, retaining key people and creating the necessary agility and capacity for the challenges ahead.

Immediate objectives for the post holder therefore include ensuring measures are in place that:

- Provide leadership for workforce transformation within the Council.
- Build a progressive people plan that enables the city council to deliver our strategic objectives and transformation agenda.
- Influence workforce culture to drive positive behaviours across the council, with an emphasis on zero tolerance and personal responsibility.
- Develop and deliver strategies to ensure we have a diverse, representative, and inclusive workforce
- Improve workforce engagement and increase productivity.
- Raise the standard of leadership and management across the organisation raising the bar for our managers, re-setting what is expected of them in terms of motivating and inspiring their employees and emphasising the importance of new ways of working, whilst building related support and development opportunities.
- Promote effective people management across the organisation ensuring that employees and managers are both accountable for performance and empowered to make decisions.

- Reshape and improve the skills of the workforce, expanding development opportunities and introducing new people through apprenticeships, graduate schemes, work placements and other programmes (with a particular focus on the recruitment of local talent).
- Support continued implementation and development of the council's new HR and Finance system to drive greater self service and enhanced employee experience, developing and introducing new and smarter ways of working, collaborating with digital and data colleagues as they transition to their new operating model
- Ensure there is effective collaboration with partners across Greater Manchester, making an effective contribution to public sector reform and acting as a key stakeholder on collaborative contracts.
- Play a key role in delivering the integration of Health and Social Care across the City from a workforce perspective with the overall aim to ensure the ambitions and outcomes for Manchester citizens are realised.
- Maintain the Council's positive partnership with trade unions.

## **Key responsibilities**

### **Maximising the contribution of the Council's workforce**

Responsible for the ongoing development and implementation of the Organisation Development strategy to maximise the contribution employees make to the Council's success. Ensure effective performance management to continually raise standards and accountability.

### **Supporting *Our Manchester***

Ensuring delivery of the workforce developments necessary to ensure the success of *Our Manchester*, including raising the standard of leadership, with related improvements in managing performance at individual and team levels.

### **Workforce Transformation**

Providing leadership for workforce transformation and ensure prioritisation and implementation of change programmes. Build capacity and lead the roll out of human centred service design as the way the council 'does' change

### **Health and Social Care reform**

Support the delivery of the radical transformation of health and social care services which fundamentally changes the way we will work to deliver health and social care in Manchester. Lead on the delivery of system wide change and partnership approaches to realise an effective, skilled and engaged workforce.

### **Leadership of the People & OD function**

Providing effective leadership of the People & OD function, ensuring employees provide both operational and strategic services and aspire to deliver to the highest professional and quality standards.

### **Wider System Transformation**

Ensure there is effective collaboration with partners, both at Greater Manchester level and on workforce integration and development work to support public service reform.

### **Advice**

Provide authoritative People & OD advice to the Chief Executive, senior officers and elected members.

**Key Role Descriptors:**

This role is a senior strategic management post within Manchester City Council providing strategic leadership to a service or group of services. The role holder will drive the delivery of organisational priorities through dynamic and effective leadership.

Deliver sustained improvements to the quality and efficiency of services to provide the best outcomes possible for Manchester's residents and partners to ensure that the city plays a full part in national, regional and sub regional activities.

Shows passion for Manchester throughout their work and in their behaviour, championing Manchester in everything they do.

The role holder will drive coordinated working and strategic thinking with partner organisations and on a national level to ensure that Manchester delivers our key political, organisational and strategic priorities.

Provide direct support to the Corporate Management Team, elected Members, Committees, and other stakeholders on matters relating to their service area. Act as deputy to the relevant Strategic Director.

Accountable officer for the relevant statutory area ensuring regulations are upheld to safeguard the organisation and the population of Manchester.

Foster commitment, talent and fresh thinking, challenging yourself and others and take responsibility for their own development and promoting continuous learning to enhance the professional development of employees.

Through personal example, open commitment and clear action, ensure diversity is positively valued, resulting in equal access and treatment in employment, service delivery and communications.

**Where the roleholder is disabled every effort will be made to supply all necessary aids, adaptations or equipment to allow them to carry out all the duties of the role. If, however, a certain task proves to be unachievable, job redesign will be given full consideration.**

## Behaviours, skills, and technical requirements

### Behavioural Competencies

- We work together and trust each other
- We're proud and passionate about Manchester
- We take time to listen and understand
- We 'own it' and aren't afraid to try new things.
- We show that we value our differences and treat people fairly

### Generic Skills

**Communication skills:** Strong, visible, positive leadership and team working skills with a proven ability to forge partnerships and build positive working relationships and negotiate with and influence key Council decision makers and other stakeholders. Reacts positively in opposition and conflict, taking the opportunity to persuade others of own point of view and defends own position with logical, unemotional arguments.

**Analytical Skills:** Demonstrates highly developed analytical skills that enable the effective management of strategic and operational risks, maximising opportunities and decision making.

**Planning and Organising:** Business planning skills with ability to identify and assess risks, manage change and make long term plans which impacts on the whole service or the wider Council.

**Problem Solving and Decision Making:** Ability to react to immediate problems of a highly complex nature with associated risk factors and deliver pragmatic solutions sometimes under extreme pressure.

**Strategic Thinking:** Demonstrates a high level of political awareness and links strategies for continuous improvement with the drive to achieve national, corporate and departmental standards and goals.

**Change Management:** Proven approach to implementing change, including successful stakeholder involvement and extensive experience of working in collaboration with senior managers and strategic partners.

**Policy Skills:** Ability to develop strong and systematic approaches to understanding, monitoring and evaluating how policies work in practice.

**Financial Management:** Strategic awareness of the financial structure of the Council and the implications of decisions on the delivery of value for money for taxpayers.

**People Management:** Has ability to secure and direct resources for a wide area with diverse staff with clear risks attached to decisions. Ability to define and articulate a strong sense of purpose and engender commitment across individuals and groups to a set of shared objectives. Ability to lead from the front and exert positive influence over the performance of others, promoting others' self-esteem, inspiring trust and fostering confidence in others' ability to achieve high standards

## **Technical Requirements (Role Specific)**

Evidence of a proven track record as a successful professional People & OD leader at a senior level.

Able to demonstrate in-depth knowledge relevant to the post including the ability to explain complex issues that are likely to be encountered in the role and provide related authoritative advice to members and senior officers.

Evidence of creating and delivering improvements and leading workforce transformation at a strategic level, including culture change, across People & OD areas within a large organisation (public or private sector).

Evidence of accomplished negotiating and influencing skills, including the ability to both develop and sustain positive trade union relationships.