



Candidate Information Pack

For the position of

**Head of Human Resource Management and
Services**

Completed Application Forms must be returned to
CO3 by 12 noon on Monday 18 June 2018

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Foreword from the CEO

Dear Applicant

Thank you for expressing your interest in this newly created post of Head of Human Resource Management and Services.

This is an exciting time for Cedar as we continue to deliver our Strategy; **Opportunity, Choice, Inclusion**, in support of our Mission to support individuals and families living with disability, autism and brain injury to live the lives they choose. We are proud of our status as an Investor in People Gold and Champion organisation and of our track record as an EFQM award winning organisation that; “Leads with Vision, Inspiration and Integrity.”

We are looking for an outstanding person with integrity, energy and resilience, who will deliver and develop our People Strategy. This sets out Cedar’s aims and aspirations to develop our people to deliver our Vision and Mission within a supportive, inspiring and high performing working environment. Our People Strategy is an enabler, supporting the delivery of Cedar’s Strategy. We will achieve this by supporting the delivery of the strategic aim of***Building a competent and resilient organisation that is responsive to changing need and committed to innovation and excellence.***

We are ambitious to continue to grow and diversify and to serve more people in different ways. The successful person will be responsible for ensuring consistency of approach in talent acquisition, retention, talent development, training and HR Operations and play a supportive role in the delivery of our corporate services.

If you share a commitment to the Vision, Mission and Values of Cedar, and have the required leadership skills and experience, we want to hear from you. Please find enclosed relevant information relating to our organisation and the role including the selection process.

I am delighted that we are working with Chief Officers 3rd Sector (CO3), to help with the recruitment process. If you have any initial queries relating to the post in the first instance please contact Nora Smith at nora@co3.bz or telephone 028 90 245356/07825 432333 .

Yours sincerely

Stephen Mathews OBE
CEO
Cedar

About Cedar

Cedar delivers a range of services that enable people with disabilities to get the most out of life and to be fully included in their communities. Our services are centred around the individual needs of each person and are delivered throughout Northern Ireland.

Our **Vision** is an inclusive society for all.

Our **Mission** is to support individuals and families living with disability, autism and brain injury to live the lives they choose.

We aim to deliver our mission by living and upholding our **Values**:

Collaboration

We are committed to ensuring that our services are developed in partnership. We believe we work at our best in active collaboration with our service users, staff and partners.

Equality

We recognise the importance of a diverse and inclusive community and we will make certain that everyone has an equal opportunity to make a contribution and this contribution is valued.

Dignity

We will guarantee that dignity is at the centre of high quality, person centred support and our services will be delivered with respect, care and compassion.

Achievement

We believe in ensuring that everyone involved within our organisation can achieve their full potential. Our ambition is to be recognised for our ability to deliver at an individual, team and organisational level.

Resilience

We aspire to be an adaptable, forward thinking and resilient organisation that sees difficult situations as an opportunity. We will support each other to ensure we have the individual and collective strength to achieve this.

To access further information on our charity please visit our [website](#)

Executive Committee

Management & Executive Review Panels

Finance & General Purposes Committee

Regional User Forum

Chief Executive

Deputy Chief Executive

Director of
Finance & Corporate
Services

Director of
Employability and
Community
Inclusion

Director of
Living
Options

Head of H R
Management
& Services

Head of
Organisational
Development
& Communications

Head of
Community
Inclusion

Head of
Employability

2 x Head of
Living Options
(Interim)

Head of
Living Options

Job Title:	Head of Human Resource Management and Services
Reporting to:	Director of Finance and Corporate Services
Responsible for:	Is responsible for providing leadership and contributing to the strategic and operational management of the HR functions of the organisation in order to achieve the agreed aims and objectives outlined in our People Strategy
Location:	Head Office, 31 Ulsterville Avenue Belfast BT9 7AS, however the post holder may be required to travel to other Cedar locations within Northern Ireland
Salary:	NJC 9 point scale 46-54 £41,025-£48,603 (prior to 18/19 increase) per annum
Pension:	6% Employer contribution (with 4% employee contribution)
Holiday entitlement:	25 Days plus 12 Statutory Days (increasing with length of service)
Duration:	Permanent (subject to 6 month probationary period)

Key Purpose of the post

As a member of the Senior Management Team (SMT), the post holder will take the lead to deliver a People Strategy that will support Cedar's strategic objectives, ensuring that all staff work in line with our vision and values to achieve high standards of performance across the organisation.

The post holder will work closely with the Director of Finance and Corporate Services to understand the structure of Cedar including the various types of funding streams and projects in order to have a holistic business awareness of the organisation and the impacts thereof on all aspects of HR activity.

The successful candidate will prepare reports for management in relation to employee turnover; new hires; resignations; training and development etc.

Additional responsibilities will include oversight of organisational compliance with Health and Safety requirements. The post holder will provide support to the Director for the effective delivery of all corporate service functions to include management of Head Office, payroll and ICT.

The key roles of the post:

- Recruitment and Retention
- Performance management
- Learning and Development
- Employee Relations

- Staff management
- Management of Information
- Payroll Administration
- Health and Safety
- Corporate Services

Main Duties and Responsibilities

Recruitment and Retention

Ensure that our recruitment standards are maintained at the highest practicable level and are professional and rigorous to meet our commitment to equality and excellence.

Develop our recruitment processes and practices to ensure they are flexible and attuned to the needs of all areas in Cedar.

Provide support to the Directorates in the design of job roles that meet our needs and attract talented individuals who are committed to our values.

Support, communicate with, facilitate training and advise the management team on recruitment initiatives and interviewing techniques.

Develop an employer brand that promotes our commitment to Excellence and reflects Cedar's Values.

In partnership with SMT ensure that staff new to Cedar are effectively inducted in a way that meets regulatory requirements and inspires them to contribute, achieve and grow.

Provide strategic guidance and operational support to SMT on the implementation of workforce strategies that:

- recognise achievement and support innovation
- encourage progression by fair and effective promotion and role enhancement
- reward and benefit staff , supporting recruitment, retention and recognition.

Performance management

Develop and implement an effective performance management programme to include the review of the current annual performance appraisal system. The revised programme should link to past and present performance and contribute to the development of future individual objectives in line with operational objectives.

Ensure the appraisal system is managed and maintained to a very high standard across the organisation.

Provide guidance to the organisation on a succession planning policy.

Actively monitor, review and promote policies such as work life balance and mental health promotion.

Drive best practice and act as counsel to management on all issues of employee performance.

Learning and Development

Engage with SMT to agree a cross organisational Learning and Development Plan that is strategic in approach, reflects our values and supports the achievement of our Vision and Mission.

Form and head a cross- organisational team which will have the following terms of reference:

- agree all mandatory learning and development requirements, provide assurance that this is delivered in a way that meets regulatory requirements and is in line with Cedar policies and best practice guidance;
- provide guidance on effective responses to Learning and Development needs and identify and agree resources to support their delivery; and
- oversee the cross-organisational delivery of Learning and Development, achieving where possible economies of scale and effective utilisation of resources.

Develop the HR Personnel Management system to enable all learning and development activity to be input off site at service area level using mutual reporting software to provide assurance of the quality of reporting.

Oversee the review of all Learning and Development activity using the HR information management system, provide an annual review of impact and outcomes arising, along with recommendations for continuous improvement.

Employee Relations

Take the lead responsibility in ensuring all Cedar HR and related policies, procedures and practices are fully compliant with legislative and regulatory requirements and managed within the ISO Quality Management System.

Continual policy and process development, amending and implementing policies and procedures in line with equality and employment law regulation.

Take lead responsibility in supporting the SMT in their management of all employee relations issues including sickness absence, discipline, grievance and all related matters.

Provide professional guidance, training and support to the SMT and managers on developments in the areas of employee relations and employment law, including support to the Directorate on HR due diligence on any matters arising from mergers or acquisitions.

Staff management

Develop, line manage, coach and support the HR team, to provide an excellent and comprehensive HR service to the organisation. Ensure that the HR team is fully integrated in the organisation as a first class support service.

Support, communicate and advise senior management on their talent development initiatives.

Management of Information

Ensure the integrity and currency of the data within the HR Personnel Management system.

Maximise the capability of the HR Personnel Management system to ensure added value from the HR team.

Oversee the production and dissemination of HR metric reports on the range of HR activity and to include the following:

- sickness absence in order to identify patterns of absence and areas of the Organisation where absence is highest; and
- labour turnover and costs associated with same

To oversee provision of information and returns to statutory agencies, including Article 55.

Ensure the HR department is fully compliant with GDPR regulations.

Maintain the HR department archiving system.

Payroll Administration

Create close working links with the payroll department to ensure that the interface with HR is efficient and effective.

Health and Safety

Be appraised of relevant H&S regulations and ensure SMT is advised of compliance requirements.

Provide cross-organisational guidance and support the DCEO on the effective implementation of the Croner Risk Management System.

Provide the lead in assuring H&S compliance for Head Office.

Be principal point of contact with insurance providers in response to claims arising, co-ordinating and providing information as required.

Provide a bi - monthly H&S compliance and incident report to the SMT and agree corrective action in line with regulatory and best practice requirements.

Corporate Services

Oversee and direct the work of the Office Manager. This will include responsibility for performance management and appraisal in order to achieve high levels of performance.

Oversee the management of staff under the span of control of the Office Manager, ensuring compliance to all relevant policies and procedures.

Assist the Director of Finance and Corporate Services to manage Head Office, including providing support with ICT, staff management, including sickness absence management, staff training and implementation of staff recognition policies.

Personnel Specification: Head of HR Management and Services

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • Degree level qualification in a relevant subject • Chartered membership of CIPD 	
Essential Experience	<ul style="list-style-type: none"> • Significant experience (at least 5 years) of managing a human resource function, in a post which was part of the management team in a complex organisation. Duties must have included; <ul style="list-style-type: none"> - Responsibility to advise senior managers and provide hands on support on employee relations and employment law issues - Performance management • Significant experience of driving change management and integration. • Managing large scale recruitment processes • Experience of managing and operating PAMS or other personnel management information system • Commercial/business awareness of impact of revenue on HR activities • Experience of implementing a quality management system in an organisation. 	<ul style="list-style-type: none"> • Experience of working with a multi-disciplinary workforce • Experience of working within a health and social care environment • Experience of working within a multi-site organisation • Significant experience (at least 7 years) of managing a human resource function, in a post which was part of the management team in a complex organisation.
Specialist Skills Knowledge and Abilities	<ul style="list-style-type: none"> • Highly developed interpersonal and communication skills with the ability to build very effective relationships internally and externally and communicate across all levels in the organisation • Detailed and up to date knowledge of employment law • Detailed and up to date knowledge of health and safety legislation • Excellent work ethic and grounding of discretion and confidentiality • Able to interpret and analyse numerical data and information. 	<ul style="list-style-type: none"> • Experience of IIP accreditation • NEBOSH or equivalent qualification • Experience of operating within a ISO 9001:2015 • Quality assurance system

Additional Duties

It is the nature of the work of Cedar that tasks and responsibilities may be unpredictable and varied, the role demands a high level of flexibility.

If we receive a high number of applications, we reserve the right to increase the number of competencies that the candidates will have to demonstrate to include the desirable experience.

Shortlisting Stage

To be shortlisted, candidates are required to have:

- Significant experience (at least 5 years) of managing a human resource function, in a post which was part of the management team in a complex organisation. Duties must have included;
 - Responsibility to advise senior managers and provide hands on support on employee relations and employment law issues
 - Performance management.
- Significant experience of driving change management and integration.
- Managing large scale recruitment processes.
- Experience of managing and operating PAMS or other personnel management information system
- Commercial/business awareness of impact of revenue on HR activities.
- Experience of implementing a quality management system in an organisation.

A full current driving license and access to a car to meet the travel requirements of the job, including occasional travel throughout Northern Ireland and elsewhere.

Consideration may be given to alternative travelling proposals in respect of applicants with a disability who cannot hold a license.

IT literate and proficient in the use of Microsoft Office to include Outlook, Word, Excel and PowerPoint.

A proven track record in at least three of the following:

- Highly developed interpersonal and communication skills with the ability to build very effective relationships internally and externally and communicate across all levels in the organisation
- Detailed and up to date knowledge of employment law
- Detailed and up to date knowledge of health and safety legislation
- Excellent work ethic and grounding of discretion and confidentiality
- Able to interpret and analyse numerical data and information.

Guidance notes on completing your application form

Please complete the application form provided. To ensure an equitable recruitment process CVs in lieu of the application form cannot be accepted.

The application form is designed to ensure that applicants provide the necessary information to determine how they meet the requirements of the role and the short-listing criteria.

You should ensure that ALL sections of the application form are completed.

You should ensure that you provide evidence of your experience in your application form, giving length of experience, examples and dates as required.

Cedar will not make assumptions from the title of the applicant's post or the nature of the organisation as to the skills and experience gained, these must be articulated within the application form.

Write down clearly your personal involvement in any experience you quote. Write "I" statements e.g. I planned meetings, I managed a budget, I prepared a presentation. It is how you actually carried out a piece of work that the panel will be interested in.

The examples you provide should be concise and relevant to the criteria. This is very important as the examples which you provide may be checked out at interview and you may need to be prepared to talk about these in detail if you are invited to interview. It is your unique role the panel are interested in, not that of your team or division.

If you do not provide sufficient detail, including the appropriate dates needed to meet the eligibility criteria, the selection panel will reject your application.

ONLY the details provided by you in your application form (the employment history and eligibility criteria) will be provided to the selection panel for the purpose of determining your eligibility for the post.

Monitoring and Criminal Convictions Disclosure

Please complete the Equal Opportunities Monitoring form and Criminal Convictions Disclosure Form. These forms will not be disclosed to anyone involved in short-listing your application.

ACCESS NI (Criminal Conviction Check)

The successful applicant will be subject to an Access NI check. The successful applicant will not be able to commence employment until this check has been successfully completed.

Disability

In accordance with the Disability Discrimination Act a person is disabled if they have, or have had, “a physical or mental impairment which has, or has had, a substantial and long term adverse effect on your ability to carry out normal day to day activities”.

If you consider yourself to have a disability relevant to the position for which you are applying please contact CO3 to discuss with Nora so that we can process your application fairly, make any specific arrangements for your interview, and make any necessary reasonable adjustments or adaptations, or provide any aids to assist you in completing the duties of the post.

Equal Opportunities

Cedar is an Equal Opportunities Employer and all applications for employment are considered strictly on the basis of merit.

References

Applicants are required to provide details of two referees. Referees will not be contacted until after the interview process. You should not seek as a referee anyone who is related to you.

Prior to submitting your application

The opportunity is available to have a pre-application discussion with Eileen Thomson, Deputy CEO, who will provide potential candidates with an oversight of Cedar prior to submitting an application. It will also be an opportunity to highlight the key roles and responsibilities.

In order to arrange a discussion with Eileen please contact

Doreen Ward
Directorate PA

E: d.ward@cedar-foundation.org

DL: 028 90 386 824

Timescale for Interviews

Closing date for Applications	First Interview (Including an unseen task)	Retain the option of a final interview if required	Relevant reference checks sought and notification provided to candidates
Monday 18 June 2018	Wednesday 27 June 2018	TBC	Once the preferred candidate has been selected

Closing Date for Applications

The deadline for completed applications is Monday 18 June 2018 at 12 noon.

Please note that you are required to submit two signed hard-copy applications and one electronic copy.

Your completed application should be sent as follows:

Nora Smith
CEO
Chief Officers 3rd Sector (CO3)
34 Shaftesbury Square
Belfast
BT2 7DB

Two hard copies and one electronic copy to nora@co3.bz

Cedar cannot accept incomplete application forms; application forms received after the closing deadline or reformatted application forms.

Applicants using Royal Mail should note that 1st class mail does not guarantee next day delivery. It is the responsibility of the applicant to ensure that sufficient postage has been paid, normally a large letter stamp, to return the form.

Contact Details

If you have any queries regarding the recruitment process, please contact: by e-mail nora@co3.bz or telephone 028 90 245 356