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| **Role title:** | People Relations Lead | **Responsible to:** | Head of People Operations |
| **Division:** | People | **Department:** | People Operations |
| **Direct Reports and Level:** | 5 x People Relations Specialists | **Scope:** | Oversee the People Relations function within the P&C Operations team and ensure that best practice is followed and adhered to across the organisation to deliver a great colleague experience. Build and maintain a best-in-class people policy and guidance suite. |
| **Scale:** | No budget5 direct reports |
| **Regulated Function(s) Held:** | No |
| **Evaluation Level** | Implement 1 | **Role Family** | Group Corporate Services |
| **Overall Role Purpose** |
| The People Relations Lead is responsible for overseeing People Relations across the organisation and leading the team of People Relations Specialists. This role will be responsible for ensuring awareness and compliance with local labour laws across all geographies, fostering a positive work environment and delivering an excellent colleague experience. This role is responsible for overseeing the organizational wide application and adherence to people policies and practices as well as horizon scanning for upcoming changes to local labour laws that must be adopted. This role will be a liaison between the People Relations team and key stakeholder groups to ensure issues are appropriately navigated and resolved, relevant processes, policies and toolkits maintained, risks robustly managed and people relations data utilised to drive decision making. The role holder will be a key cultural driver and role model of colleague self-service, digital first, risk management mindset and manager upskilling. The role holder will support the Head of People Operations with additional activity such as risk management, budget administration, report and audit preparation, third party supplier management, business continuity and continuous improvement planning. This role will work collaboratively with the other pillars of People Operations including People Services, Talent Acquisition and People Data Insights to deliver a great people service across the employee lifecycle. |
| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Operational*** Act as the main custodian and technical lead of the people policy & guidance suite which includes all People Relations-related policies, procedures, templates and guidance
* Manage the People Relations Specialist team and ensure they are delivering best-in-class advice, guidance, coaching and mediation
* Ensure people policies and procedures are aligned with the organisational culture, values and behaviours and are compliant with local labour laws at all times
* Support and where appropriate lead continuous improvement activity
* Support the business and team with all levels of formal and informal people relations issues whilst managing their own caseload
* Responsible for ensuring cyclical reporting within the People Relations remit is complete and accurate
* Responsible for hot spot identification and troubleshooting
* Maintain oversight and responsibility for identifying and managing operational risks within the People Relations remit
* Ensure people relations processes are compliant with regulatory and legal requirements, including GDPR
* Work with People team colleagues to design training programmes and coaching support on employee relations topics for Managers and colleagues
* Responsible for the oversight of approval requests that fall within the remit of the People Relations team
* Responsible for the robust management of People Relations-related files including secure access and purging schedules
* Maintain a robust inventory of People Relations process maps and feed into business continuity planning
* Maintain an up-to-date, master list of all People Relations vendors and support with third party supplier relationship management
* Support with the delivery of business projects/ initiatives as required
* Support lean process engineering/re-engineering keeping colleague self-service as a key guiding principle
* Manage and maintain regular maintenance cycles of the policy and guidance suite, including all People Relations-related policies, procedures, templates and guidance
 | * People policy design, delivery and maintenance
* High level of team performance
* Data accuracy, reporting and tracking
* Identification of trends and hot spots
* Error and breach reduction
* Efficient management and tracking of approvals
* Stakeholder management and feedback
* Timely and accurate cyclical reporting
* Reduction of queries and reliance on People Relations team resources
* Appropriate and timely resolution to people relations issues
* Increase in colleague and Manager self-service
* Effective control and oversight of colleague data, processing and artefacts; GDPR compliance
* Effective prioritisation of cyclical people activity and continuous improvement
* Effective organisation, maintenance and oversight of critical information including process maps, employee files, risks, business continuity, templates etc
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| **Financial*** Continuously develop and improve the utilisation of data in the People Relations space including case tracking, trend analysis and hot spot identification to inform business decisions and action planning
* Support with budget management and associated administration as required
 | * People metrics Vs feedback vs trends
* Increase in strategic decision making based on effective people metrics and trend analysis
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| **Member*** Contribute to the overall MPS member experience ensuring that people policies and guidance are designed to best serve our membership
* Ensure people policies and guidance underpin an excellent colleague experience which best serves our membership
* Demonstrate robust understanding of the interdependence of people policy, colleague data and process engineering to give greater decision-making insight
* Monitor and highlight emerging risks and issues arising from People Relations cases, both formal and informal, which are likely to have a material adverse effect on our membership
 | * Stakeholder management and feedback
* Effective and timely people risk identification and management
* Effective control and oversight of People Relations processes and artefacts
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| **People*** Promote a positive colleague experience and champion a community environment which enables the diversity agenda, wellbeing of our colleagues and builds our reputation in the marketplace as an employer of choice
* Take personal accountability for own training, competence, performance and engagement of self and colleagues ensuring clarity on own accountabilities and comply with all governance, policy standards and processes
* Proactively use data, analytics and insight to identify areas for continuous improvement across the employee lifecycle, particularly where there are known hot spots across the organisation
* Take the lead on promoting a more inclusive environment, which aligns with our commitment to celebrate and promote diversity
 | * Ownership of Personal Development Plan
* Advocate diversity and wellbeing of colleagues across the Group
* Values and Performance Ratings
* Stakeholder management and feedback
* Engagement Index
* Inclusion Index
* Leadership Index
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| **Risk*** Support the Head of People Operations with developing, implementing and maintaining the People Operations risk and control framework and establish a risk awareness mindset where the People Relations Specialists and wider People colleagues recognise the importance of proactive risk identification and management
* Conduct regular audits of employee relations practices to identify and mitigate risks
* Provide guidance to the team and business stakeholders on legal and regulatory requirements related to employee relations
* Ensure colleagues accessing people data are cognisant of the risks involved in data processing, including but not limited to, adherence to GDPR and other relevant legal and compliance requirements
* Monitor compliance with data quality rules that are fit for purpose, resilient, scalable, and future proof
* Identify and report risks, issues and breaches identified within People Relations and across the People team remit to enable resolution and mitigation of potential impact on MPS, members and colleagues
 | * Proactive risk identification
* People risk & control self- assessments
* Audit preparation, execution and remediation plans
* GDPR Compliance
* Positive trending of KRIs and within risk appetite
* Effective control and oversight of colleague data, subject access requests and breaches
* Effective report tracking and maintenance
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| **Responsibilities (RACI)** |
| * Management of the People Relations Specialist team
* Oversee the People Relations function of the People Operations team
* Technical expert and gatekeeper of the People Policy & Guidance suite (current and new) associated procedures, templates and training
* People Operations SME on employment legislation, international labour laws, horizon scanning, mediation and general employee relations best practice
* Procuring appropriate legal advice from our UK and global legal advisory panel and utilising that advice in an appropriate, timely and accurate fashion
* Tracking and monitoring employee relations caseloads and trends
* Undertaking other duties and tasks that from time to time may be allocated to the role holder that are appropriate to the level or role
* Role model of proactive thinking, planning and prioritisation; identify and recommend opportunities for MPS to become more efficient and effective
* Role model MPS Values and leadership behaviours
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| **Key Governance Responsibilities** |
| * None, although may attend governance committees as required.
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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Others |
| Building Capability in Self and Others | Leading Others |
| Influencing Others | Leading Others |
| Collaborating for Results | Leading Others |
| Leading Self and Others | Leading Others |
| Commercial and Risk Thinking  | Leading Others |

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| **N**  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Significant demonstratable experience working within a high performing, fast paced People team, ideally within a People Operations capacity
* Significant demonstratable experience building and leading a high performing employee relations team
* Deep-seated expertise and understanding of best-in-class employee relations, policy and guidance design, delivery and maintenance
* Continuous improvement activity planning and prioritsation
* Leading, planning and executing business change (individual and collective consultation, TUPE) processes
 | * Excellent attention to detail
* Excellent written communication skills
* Excellent data literacy and I.T. skills including knowledge of Word, Excel, Outlook and PowerPoint
* Excellent stakeholder management skills
* High-energy work ethic, ability to drive vision, drives change, influence others and deliver results
* Highly numerate and comfortable working with and interpreting data
* Pragmatic, able to balance business needs with the needs of data protection and handling of sensitive, confidential information with discretion
* Strong problem-solving and conflict resolution skills
 | * Designing, delivering and maintaining a fit-for-purpose people policy and guidance suite
* In-depth understanding of complex employee relations, local labour law and how this applies to the regulatory environment MPS operate within
* In-depth understanding of UK employment law and upcoming legislative changes
* Proven track record of successfully managing complex employee relations issues
* Pulling and utilising data from a variety of systems and reports and interpreting the results to identify trends and hot spots
* Proficient user of HRIS and other people related systems
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| **Desirable** | * Level 7 CIPD qualification or equivalent
* Experience working with trade unions
 | * Power BI
* Proficient user of AI tools and applications
 | * Business Continuity
* Project management
* Managing third party suppliers
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