

## Job Description

**Title:** Director, People

**Reports to:** Deputy Director General (Strategy and Corporate Services)

**Location:** Birmingham, Canary Wharf, Cardiff, Croydon, Sale or Wakefield

**Grade:** Director 3

**Salary:** - £93,000 pa (plus London Weighting of £4527 if applicable)

Please note there is a senior Civil Service pay award pending

**Contract:** Permanent

## Background

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The IOPC is undertaking a major programme of transformation, enabled by new IT systems and in support of an ambitious five-year strategy. This, in the context of rising demand and complexity of operational work and a challenging financial climate, means the IOPC must deliver more with fewer resources.

Our Director, People will be confident supporting change and will ensure that the IOPC maintains and enhances employee satisfaction during a challenging period.

## Role Purpose

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The Director, People will focus on modernising the IOPC by continuing to build strategic people related capability within the team, whilst supporting the delivery of significant cultural change aimed at making the IOPC an employer of choice.

Functional management includes:

- Learning and Talent Development
- Employee Relations
- Talent Acquisition and Onboarding
- Wellbeing
- Health and Safety
- Equality Diversity and Inclusion
- People Systems and Payroll
- Organisation Development

## Key Accountabilities

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Continuing implementation of the IOPC People Strategy which supports IOPC performance through:

- Developing and coordinating the tools to aid in the successful execution of HR and people management activities
- Managing a broad, strategic People function
- Leading and coordinating people change in IOPC, particularly restructuring
- Developing and implementing an IOPC employment proposition that underpins sustained levels of organisation performance through attracting and retaining the right talent.
- Developing and maintaining People policies, processes and procedures in line with external (e.g. Government, Legal) rules policies and guidelines
- Developing the IOPC culture to embed cultural competence and inclusion in line with the IOPC's values
- Leading on the development and implementation of the IOPC's Equality Diversity and Inclusion strategy as it relates to staffing matters, recruitment and culture
- Developing and maintaining people systems that maximise the use of self service and eLearning and automate as much routine process as possible.

- Maintaining the People Management governance and internal performance reporting regime, principally to the People and Culture Committee and Management Board
- Leading and influencing the Management Board to align people management to the People Strategy
- Partnering effectively with Home Office, HM Treasury and Cabinet Office as required.
- Leading IOPC workforce performance and driving workforce productivity, e.g. through efficient organisation and job design and leveraging the discretionary effort of IOPC people.
- Leading the development of people management approaches to ensure that IOPC can attract, recruit, retain, deploy, develop, motivate, reward and ultimately part company with our talent to meet the needs and aspirations of IOPC.
- Leading the development of the maturity of the HR Function, growing specialist capability relating to learning and talent, workforce planning and resourcing, reward, performance management, ER and employment policy, HR analytics and insights, supplier management and HR technology, to create demonstrable value

## Organisational context



We work in the context of our agreed values which inform the way we do things at the IOPC. The Director, People will need to be committed to leading in the context of these values.



### Seeking truth

We feel privileged to be the custodians of the police complaints system. We value the trust of the public and police and commit to being just and fair in uncovering the truth. We recognise that a just outcome relies on being unbiased and transparent in getting to the truth of what happened.



### Being inclusive

We have an inclusive culture. We are fair and impartial in our treatment of all individuals. We work across boundaries, both internal and external, collaborating and building strong relationships.



### Empowering people

We believe everyone should be a leader and play a part in shaping the direction of the organisation. We provide a supportive and challenging environment where people can thrive and reach their potential. We trust our people to do the right things. We encourage calculated risk taking and evidence-based decision making. Where genuine mistakes are made, we will support people and identify opportunities for learning and improvement. We ensure that people can make complaints without experiencing unfair treatment.



### Being tenacious

Our work requires us to be bold, resilient and committed to making a difference to the public. We take our duties as public servants to heart and our dedication is reflected in our work. We meet the challenges with perseverance to attain individual and organisational goals.



### Making a difference

The value of our work is not defined solely by volume, but by the impact our work has on policing and public confidence. We define quality by how well our work meets the service user needs. We will focus our efforts on areas that will make a difference to our communities.

The IOPC is committed to **promoting equality and valuing diversity** in everything we do. Our vision is to be, and to be seen as, a leader in inclusive employment and services, demonstrating this ethos in everything that we do.

- As a silver standard Stonewall employer, we continue to commit ourselves to being a LGBTQ+ employer through the work of our Pride LGBTQ+ Staff Network, creating welcoming environments for lesbian, gay, bi and queer people.
- We are pleased to share we are a signatory of the Business in the Community Race at Work Charter. The Charter is composed of five [calls to action](#) for leaders and organisations across all sectors.
- Being a Disability Confident employer, the IOPC is dedicated to removing the barrier for disabled people to thrive in the workplace.
- Our Staff Networks are constantly working to make the IOPC the leaders of inclusive employment, from our Allyship Programme to [Operation Hotton](#), to [Welsh Language Standards](#) and Know the Line Policy, we are constantly seeking new ways to create an environment for all to develop and thrive.



## Person specification

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It is essential in your application that you provide evidence and proven examples against each of the selection criteria in so far as you are able to. These responses will be further developed and discussed with those candidates invited for interview.

### Knowledge, Skills and Experience

- Chartered Member of the CIPD
- Highly experienced senior manager and leader with significant experience of successfully leading a range of people related functions, including Equalities
- Demonstrable success in delivering significant cultural change, with a focus on empowering staff at all levels
- Demonstrable experience of implementing significant structural change
- Evidence of building high performing strategic and delivery focussed teams and enabling managers to achieve organisational aims.
- Evidence of excellent relationship development skills and significant experience of engaging with senior level stakeholders.
- Effective team worker with proven ability to balance corporate priorities and operate collaboratively with a focus on horizontal working between functions.
- Experience of working at board level or in a similar governance structure and influencing across an organisation.
- A sound understanding of, and strong commitment to public service values, to diversity and to the principles of public life.
- An awareness of, and ability to work within the high-profile political and external environment within which the IOPC operates.

### Personal Attributes

- Self-aware, with evidence of developing and learning through every opportunity.
- Inspires, develops and champions others to deliver.
- Able to operate strategically and operationally.
- Resilience to drive transformational change.
- Demonstrable commitment to cultural competence and the ability to articulate best practice

## **Political restriction**

Please note that this is a politically restricted role and will be subject to limitations set out in the IOPC code of conduct, a relevant extract from which is set out below.

Stakeholder Engagement posts have been identified as politically restricted because:

- They act as “spokesperson” for the organisation, or have a significant degree of face-to-face contact with stakeholders, pressure groups, or other bodies or individuals who are seeking to influence the IOPC
- It would appear to the public that the post holder had some influence over the outcome of the organisation’s decisions.

If a post is politically restricted, this means that you should discuss with your line manager before taking on any political activities. Permissions will not be unreasonably withheld but consideration will need to be given to the scope and remit of the role and how this may be perceived in the context of your IOPC position. You should discuss with your line manager if you are considering becoming politically active, for example:

- Campaigning for a political party.
- Holding a political office.
- Occupying party political posts.
- Holding a particularly sensitive or high profile unpaid roles in a political party.

## **Positive Action**

At the IOPC, we are committed to building a workforce which reflects the diversity of the communities in which we serve. A more inclusive workforce enables us to be a more effective and efficient organisation, better understand and respond to the needs of our communities.

Positive action as detailed in the Equality Act 2010, allows us to use measures designed to help improve equality in the workplace, and create a level playing field for all, whilst still employing everyone based on merit. Our workforce profile data shows that people who identify as black, Asian and minority ethnic are under-represented at the IOPC.

For this role – should we have a situation where multiple candidates have achieved the highest score and one identifies as black, Asian or minority ethnic, by using positive action, we can select that candidate for the role, therefore improving this area of under-representation at the IOPC. We will only use positive action in this way where the highest scoring candidates have all scored equally, at the final assessment stage, and above our required threshold.

## **Additional information**

Successful candidates will need to undergo Security Check (SC) clearance as a minimum requirement for this appointment, with the potential of Developed Vetting (DV) clearance, if required. Please note that SC Clearance requires 5 years' continuous residency in the UK.

Due to the statutory role of the IOPC, applications are not sought from those who have previously worked for the police in a capacity, or for a duration, that might compromise their perceived independence in the eyes of the public.

This role can be based in any IOPC office, but there will be an expectation of some travel to other offices.

## **Key Contacts**

- Director General
- Deputy Directors General
- Regional Directors, Corporate Directors
- Unitary Board
- PCS Union
- Other senior leaders within the organisation
- Stakeholders including the Home Office and other ALBs

## **Reasonable adjustments**

The IOPC is a diverse and inclusive workplace, and we want to help you demonstrate your full potential whatever type of assessment is used. We are open to providing you with the tools you need to succeed, from extra time to formatting changes, to name a mere few. If you require any reasonable adjustments to our recruitment process, please email [campaigns@policeconduct.gov.uk](mailto:campaigns@policeconduct.gov.uk)

## **Working conditions**

Making the IOPC a great place to work is one of our key priorities. We are pleased to offer a unique hybrid working model based on business needs, balanced with the needs of our colleagues. Our business need framework guides our decisions about when it is best to work onsite (in our offices or other appropriate locations) to complete tasks most effectively or when to work remotely, offering colleagues flexibility to work where they feel most productive and supporting work-life balance. The model also encourages staff to feel welcome at the IOPC by ensuring we have opportunities to work face-to-face as teams.