

## Role Profile

Role Details			
<b>Role Title</b>	<b>Divisional Director – HR, OD and Training</b>	<b>Section</b>	<b>HR</b>
<b>Division</b>	<b>Executive Team</b>	<b>Report To</b>	<b>Executive Director</b>
<b>Grade/Salary</b>	<b>Grade 11</b>	<b>Date Completed</b>	<b>1 May 2025</b>
Company Overview			
<p>City Building provides a range of repairs and maintenance, manufacturing, construction and refurbishment activities for Glasgow City Council and Wheatley Housing Group's citizens and customers as well as other public, private and third sector organisations.</p> <p>City Building operates both the largest construction craft apprenticeship programme in Scotland, and Royal Strathclyde Blindcraft Industries (RSBi), one of the largest supported manufacturing businesses in Europe, with around 200 people, more than 50% of whom have a disability.</p> <p>Our accreditations include, ISO45001, ISO 14001 and ISO 9001:2015. We are current recipients of a Queen's Award for Enterprise Promoting Opportunity and Investors in Young People Platinum Award. Both these accolades recognise our focus on investing in and growing a skilled staff base.</p> <p><b><u>Our Values</u></b></p> <p>Community – To build more sustainable communities through social, economic and community engagement.</p> <p>Trust – To be trusted by our employees, clients, and partners.</p> <p>Ambition – To do more for our client and partners and provide more opportunities for our employees and stakeholders as part of our change and growth strategies, succession planning and sustainability.</p> <p>Honesty – To promote at all times in our communication with all stakeholders promoting partnerships and sustainability.</p> <p>Excellence – To deliver quality in everything we do.</p> <p><b><u>Our Mission Statement</u></b></p> <p>To contribute excellence in construction, repairs, maintenance, manufacturing and training to our customers, our employees, partners, suppliers, and the local communities in which we work.</p> <p><b><u>Benefits</u></b></p> <p>As part of City Building, we offer sector-leading benefits package, the successful candidate will receive the following:</p> <ul style="list-style-type: none"> <li>– A rewarding career with a competitive salary.</li> <li>– Access to contributory pension scheme – Strathclyde Pension Fund.</li> <li>– Excellent annual leave entitlement</li> <li>– Enhanced maternity, paternity, and adoption/shared parental leave.</li> <li>– Access to excellent health and wellbeing initiatives.</li> <li>– Access to a discounted gym membership.</li> <li>– Facility to make payments directly from your salary.</li> <li>– Workplace parking and more.</li> </ul>			

## Role Summary

Reporting directly to the Executive Director, the Divisional Director for HR, OD and Training is a key member of the City Building Executive Team and Senior Management Team. The role is responsible for leading and delivering of all HR and OD related strategies, Training College, learning and development and organisational culture change.

Central to the role is the requirement to provide expert HR advice, guidance and support to the Executive Director and other members of the Senior Management Team on any corporate workforce matters across City Building, ensuring that performance management and governance plans are developed to respond to City Building Glasgow's requirements.

Responsible for the strategic leadership and operational management for the Human Resource and Training / Organisational Development functions across City Building Glasgow and City Building Contracts.

Responsible for developing, implementing and leading the HR/OD strategic plan, workforce change initiatives and programmes and contributing to the achievement of City Building's 3 year Corporate Strategy.

The post holder will engage with and work closely with the wider Glasgow City Council and Wheatley families to ensure ownership and commitment to the strategic direction of the organisation.

## Key Responsibilities

- **Act as a strategic change leader**, driving forward workforce planning, modernisation, employee engagement, and performance across the organisation. Anticipate future workforce needs and shape the Human Resources and Organisational Development strategy to align with City Building's evolving 3-year Corporate Strategy.
- **Lead a values-driven culture** by promoting behaviours and working practices that reflect City Building's core principles and commitment to excellence.
- **Foster a safe, healthy, and dynamic working environment** where staff well-being is prioritised and individuals are empowered, supported, and motivated to achieve their full potential.
- **Lead on the development and implement an integrated Strategic Workforce Plan** for both City Building Glasgow (CBG) and City Building Contracts (CBC), aligned with long-term organisational objectives.
- **Lead the review and implementation of a revised pay and reward system**, ensuring fairness, competitiveness, and alignment with strategic priorities.
- **Strengthen and sustain effective employee relations**, including building collaborative relationships with trade unions and employees at all levels.
- **Ensure compliance with employment legislation**, internal audit processes, and external standards. Drive progress towards maintaining Platinum accreditation under the Investors in Young People framework.
- **Review and reimagine learning and development (L&D) strategies**, assessing the impact of current practices and introducing innovative and inclusive solutions to build capacity and capability across the workforce.
- **Lead the continued development of City Building's award-winning Apprenticeship Programme**, ensuring it remains a national benchmark for excellence in skills development and youth employment.

## Human Resources

The HR team of 10, provide a range of HR services to deliver a workforce that is fit for purpose, with skilled, engaged employees in the right place at the right time to deliver high quality repair services. Acting as an enabling support function providing all leaders with the necessary HR support and expertise ensuring HR policies and processes are effective and efficient. Working in partnership and liaison with leaders and trade unions to deliver the principles and practices of the required operational and policy governance standards within City Building.

## Organisational Development

Implementing strategies that drive organisational change, improve employee engagement, and support talent management initiatives. OD contributes to the organisation's long-term vision ensuring that all employees have the tools, resources, and support they need to achieve personal success whilst advancing the organisation's strategy mission and values.

OD focuses on our ongoing commitment to fostering a high-performance culture, continuous learning, and innovation – actively contributing to organisational growth.

### Training College

Our Training College is responsible for overseeing the development of over 200 apprentices across both trade and support disciplines. The team of 13 instructors ensure that all apprentices receive high-quality, industry-aligned technical training throughout the duration of their apprenticeship, consistently achieving a high pass rate and strong employment outcomes. In addition to apprenticeship delivery, the Training College also provides a wide range of skills development programmes to our wider workforce – including Customer Service, Resilience, and various Leadership courses – supporting our commitment to continuous professional development and workforce excellence, fostering a collaborative, inclusive, and adaptive work environment.

### Payroll

The Payroll Processing Team, comprising 4 staff members, is responsible for managing two core payrolls – a weekly payroll and a lunar payroll – covering our craft and staff workforce. The team plays a critical role in ensuring that all employees are paid accurately and on time, in line with contractual and statutory obligations.

As part of our ongoing commitment to continuous improvement and operational efficiency, City Building is actively seeking to modernise payroll processes. This includes new payroll technology, integrating HR systems, enhancing reporting capabilities, and reducing manual intervention – all with the goal of improving accuracy, compliance, and the overall employee experience.

### Role Outputs

Role Output:	Includes the Requirement to:
Organisational Strategy	<ul style="list-style-type: none"><li>– Responsible for leading the development and implementation of the Human Resource and Organisational Development strategy.</li><li>– Develop, implement and drive strategic workforce change programmes.</li><li>– Ensure correct structures are in place to meet current and future organisational demands</li></ul>
Culture and Development	<ul style="list-style-type: none"><li>– Create and embed a learning culture within City Building, to ensure all staff have the skills and competence to carry out their roles effectively.</li><li>– Ensure all L&amp;D programmes are fit for purpose and cost effective.</li></ul>
Workforce Performance and Delivery	<ul style="list-style-type: none"><li>– Develop and improve the performance of the workforce, ensuring the provision of accurate workforce data to identify areas where quality and efficiency can be enhanced, working with the management team to interpret and analyse often highly complex, contentious or sensitive data.</li><li>– Continue to development performance indicators for HR/OD to ensure accurate data is presented at the Executive Team/Board.</li><li>– Contribute to the development and implementation of workforce systems – including new payroll system – ensuring effective and appropriate reports can be utilised.</li></ul>

Employee Engagement	<ul style="list-style-type: none"> <li>– Develop and implement an ER strategy to enable a positive climate and maintain good working relationships with Trade Unions/ management.</li> <li>– Ensure HR best practice is in place and influence leaders to ensure effective and consistent management of employees through fair and consistent application of policy, employment legislation, case law, advising risk and where organisational development can take place / benefit.</li> <li>– Increase Employee Engagement statistics through value-add HR/OD initiatives.</li> </ul>
Decisions & Judgement	<ul style="list-style-type: none"> <li>– Sound decision maker able to work independently.</li> <li>– Responsible for planning and achieving objectives, requiring a high level of expertise, drive and initiative.</li> </ul>
Communication & Working Relationships	<ul style="list-style-type: none"> <li>– Reporting direct to the Executive Director, building and maintaining relationships with a wide range of stakeholders.</li> <li>– Excellent negotiation and influencing skills in an environment where a top-down management environment has existed previously, leading and navigating the change programme to a modern culture and environment.</li> <li>– Communicating directly with leaders, Trade Unions and employees – both in writing and presenting to large groups –</li> <li>– Track record of delivering contentious information and successfully dealing with opposing views.</li> </ul>
Health and Safety	<ul style="list-style-type: none"> <li>– To carry out work in accordance with the Health and Safety at Work Act 1974</li> <li>– To ensure that all Health and Safety requirements are adhered.</li> <li>– Report all Incidents and Accidents at the earliest opportunity.</li> <li>– Ensure a safe working site at all times.</li> <li>– Ensure wellbeing is a priority.</li> </ul>
Compliance with professional, regulatory, statutory, and corporate requirements.	<ul style="list-style-type: none"> <li>– Comply with and implement all City Building Policies and Procedures.</li> <li>– Compliance with all relevant employment legislation</li> <li>– Act ethically and with integrity.</li> </ul>
General	<ul style="list-style-type: none"> <li>– Attend all Training, Meetings, Reviews, and Toolbox Talks assigned to your role.</li> <li>– Complete all compulsory GOLD and Safety Media training for your role.</li> <li>– Establish, develop, and maintain effective working relationships with all work colleagues, clients, and stakeholders</li> </ul>

### Key Behaviours and Competencies

#### Demonstrate the following behaviours and competencies:

Behaviours and Competencies:	Includes the Requirement to:
Self-belief	<ul style="list-style-type: none"> <li>– Displaying confidence that you will succeed and overcome obstacles to achieve the best outcomes / improvements</li> </ul>
Self-Management	<ul style="list-style-type: none"> <li>– Being able to manage your own emotions and be resilient in a range of complex and demanding situations</li> </ul>
Contextual Astuteness	<ul style="list-style-type: none"> <li>– Ability to understand diverse interest groups and power bases with the organisation and the dynamic between them, so as to lead the function more effectively.</li> </ul>
Leading change through people	<ul style="list-style-type: none"> <li>– Communicating the vision and rationale for change and modernisation, engaging and facilitating others to work collaboratively to achieve change.</li> </ul>
Holding to account	<ul style="list-style-type: none"> <li>– Displays resolve to hold others to account for agreed targets and to be held accountable for delivering a high level of service.</li> </ul>

Effective and strategic influence	<ul style="list-style-type: none"> <li>– Being able and prepared to adopt a number of ways to gain support and influence diverse parties, with the aim of securing improvements</li> </ul>
Ongoing Training and Professional Development	<ul style="list-style-type: none"> <li>– Complete all necessary training.</li> <li>– Be open to mentorship and guidance for improvement from colleagues.</li> </ul>
Trust and Confidentiality	<ul style="list-style-type: none"> <li>– Ensure that any sensitive information is handled confidentially and responsibly.</li> <li>– Build and maintain trust with management, clients, and trade operatives by consistently handling confidential matters with professionalism and respect.</li> </ul>
Ethical and Professional Integrity	<ul style="list-style-type: none"> <li>– Able to demonstrate honesty and transparency in all professional dealings.</li> <li>– Adhering to high ethical standards, maintaining the reputation of the organisation, and ensuring the confidentiality of sensitive information.</li> </ul>

### Person Specification

#### Essential Skills and Experience

- Extensive senior management experience in HR, construction, or a complex public sector organisation.
- Proven leadership and management skills, with a successful track record in strategy development and policy implementation.
- Expertise in managing complex employee relations within a unionised environment in large public sector or similar organisations.
- Experience in managing both staff and financial resources, with a focus on value for money, probity, and accountability.
- A strong background in project management, delivering successful projects on time and within budget.
- Proven success in change management, leading impactful change programmes.
- Demonstrated ability to lead high-level projects, involving diverse stakeholders both internally and externally.
- Strong ability to build and lead high-performing teams, ensuring delivery of services within deadlines.
- Experience in driving workforce change and efficiency initiatives through effective partnership working.
- A creative and innovative thinker, with a history of implementing new practices that improve organisational performance.
- Strategic experience in senior management, contributing to overall team success.
- Proven ability to interpret complex data, identifying key trends and insights to inform decision-making.
- Ability to influence both strategic and operational direction across the organisation.
- Experienced in navigating complex organisational building strong partnerships
- Experience in organisations with a customer-focused and performance-driven culture.
- Proven ability to develop effective relationships with external stakeholders and work in politically sensitive environments.

#### Desirable Skills

- Proficiency in using HR information systems to extract and report on workforce data.

### Qualifications/Professional Membership Requirements

#### Essential

- Degree in appropriate discipline
- A minimum of Chartered membership of CIPD
- Masters level degree in Human Resources or can demonstrate an equivalent level of knowledge gained through relevant experience

**Desirable**

- Fellowship of CIPD
- Project management qualification/ training

**Interdependencies**

- Division Director
- Executive Management Team
- Heads of Service
- Senior Management
- Trade Union
- HR Team
- All personnel within City Building, Glasgow City Council, and Wheatley Housing Group

**Conditions**

Your normal place of work will be 350 Darnick Street, Glasgow G21 4BA, but City Building has the discretion to place you in any establishment within their control.

Your contracted hours of work will be 35 hours per week to be worked to suit the needs of the business.

You will operate at all times within the framework of the LLP terms and conditions and with due regard to all Health and Safety and welfare legislation.