



## Role Profile

Role Details			
<b>Role Title</b>	<b>Head of OD, Transformation and Training</b>	<b>Section</b>	<b>People Services</b>
<b>Division</b>	<b>Support Services</b>	<b>Report To</b>	<b>Director – HR, OD and Training</b>
<b>Grade / Salary</b>	<b>SCP64 – 66 (£86,308-£90,506)</b>	<b>Date Completed</b>	<b>22 December 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, 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>			
Our Values			
<b>Excellence:</b>	to deliver quality in everything we do.		
<b>Honesty:</b>	to be open, honest and transparent with all stakeholders, promoting partnerships and sustainability.		
<b>Trust:</b>	to be trusted by our employees, clients and partners.		
<b>Inclusion:</b>	we are a welcoming, diverse and supportive organisation, that supports all to reach their full potential by building trust.		
<b>Community:</b>	to play an important role in the communities of Glasgow we serve. Providing first class services together with jobs and training opportunities for local people.		
<b>Ambition:</b>	to build a culture of excellence, through continuous improvement to deliver outstanding services for all of our customers. All whilst being an employer of choice within the city providing high quality and skilled jobs		
Our Vision			
Our residents, customers and partners will recognise us as delivering outstanding levels of customer focus, quality and value. We will play a key role in supporting our members to			

address our common priorities through our unwavering focus on resident/customer resident satisfaction, resident/customer value and resident/customer trust. In doing so we will be recognised by our residents, customers and partners as playing a significant role in making Glasgow a great place to live.

## **Role Summary**

### **Strategic Organisational Leadership**

The Head of Organisational Development, Business Transformation and Training will play a pivotal role in shaping the future of City Building. This senior leadership position is responsible for driving organisational excellence, leading transformational change programmes, and ensuring the workforce is equipped with the skills, knowledge, and culture required to deliver outstanding services.

### **Executive Partnership and Strategic Alignment**

Reporting to the Director – HR, OD and Training, the postholder will act as a strategic partner to the Executive Leadership Team, ensuring that people, culture, organisational development and design, change management, and training initiatives are fully aligned with the organisation's vision, values, and long-term business objectives.

### **Cross-Functional Collaboration and Organisational Reform**

Working collaboratively with the Divisional Director and the wider HR and Training functions, you will contribute across all areas of the business. This includes supporting strategic organisational direction, playing a central role in service reform and restructuring activity, and ensuring a coherent, practical approach that aligns business objectives with people-centred outcomes through all stages of development and implementation.

### **Leadership of Training and Workforce Capability**

You will lead the continued development of our award-winning Training College, ensuring consistently high standards in teaching, delivery, learner achievement, and overall programme quality. You will hold responsibility for the organisation's Management and Leadership Development agenda, working in partnership with the Training Team to strengthen leadership capability at every level.

### **Innovation, Technology and Funding Opportunities**

You will explore innovative approaches to emerging technologies and external funding opportunities, supporting City Building's commitment to expanding employment and training pathways and strengthening the organisation's future workforce capability.

### **Employee and Trade Union Engagement**

You will develop and sustain effective employee and trade union engagement and communication strategies that promote improvement, facilitate change, and support a positive and collaborative employee relations environment.

### **Organisational Development and Design**

You will lead the development and implementation of organisational development strategies that foster innovation, collaboration, and continuous improvement. You will develop frameworks to strengthen leadership capability, enhance employee engagement, and build workforce resilience. You will have responsibility for establishing and maintaining a comprehensive succession planning strategy that supports Strategic Workforce Planning and ensures the organisation maintains the skills, knowledge, and agility required to meet future challenges. You will champion diversity, equity and inclusion across all organisational practices.

### **Business Transformation**

You will lead strategic change programmes that modernise operations, improve organisational efficiency, and enhance service delivery. You will oversee cross-functional transformation projects, ensuring alignment with corporate priorities and stakeholder expectations. You will introduce and embed new technologies, systems, and processes that support sustainable growth. You will monitor and evaluate the impact of transformation programmes and report

progress to the Executive Leadership Team and the Board.

### **Training and Workforce Development**

You will oversee the design and delivery of training programmes that build technical, professional, and leadership capability across the organisation. You will ensure full compliance with industry standards, statutory obligations, and health and safety requirements. You will continue to strengthen apprenticeship and skills development programmes, reinforcing City Building’s reputation as one of Scotland’s leading training providers. You will cultivate strong partnerships with external training bodies, educational institutions, and government agencies to maximise workforce development opportunities. You will develop succession planning frameworks that support the growth of internal talent and ensure the organisation remains resilient and future-ready.

*At the date of preparation this role profile provides a comprehensive overview of the position. It is not an exhaustive list of all possible duties, and it is recognised that this role may evolve over time. Consequently, this is not a contractual document, and the post holder will be required to perform any other duties to the equivalent level that are necessary to fulfil the purpose of the job.*

### **Role Outputs**

<b>Role Output:</b>	<b>Includes the Requirement to:</b>
Organisational Development & Design	<ul style="list-style-type: none"> <li>– Lead the design and delivery of the organisational development strategy that promotes innovation, collaboration, and continuous improvement.</li> <li>– Ensure correct structures are in place to meet current and future organisational demands</li> <li>– Increase Employee Engagement statistics through value-add OD initiatives.</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>
Business Transformation	<ul style="list-style-type: none"> <li>– Lead strategic change and transformation programmes.</li> <li>– Drive cross-functional transformation projects.</li> <li>– Monitor, evaluate, and report on transformation outcomes.</li> </ul>
Training & Workforce Development	<ul style="list-style-type: none"> <li>– Oversee the continued development of the Training College and Apprenticeship Programme.</li> <li>– Develop frameworks to strengthen leadership capability, employee engagement, and workforce resilience.</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>
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> </ul>

	<ul style="list-style-type: none"> <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>
<b>Key Behaviours and Competencies</b>	
<b>Our Head of OD, Transformation and Training will demonstrate the following behaviours and competencies:</b>	
<b>Behaviours and Competencies:</b>	<b>Includes the Requirement to:</b>
Leadership & Team Management	<ul style="list-style-type: none"> <li>– Ability to inspire, motivate, and develop a high-performing team.</li> <li>– Skilled in coaching, mentoring, and providing constructive feedback.</li> <li>– Strong delegation and workload management capabilities.</li> <li>– Fosters a collaborative and inclusive team culture focused on internal customer service.</li> </ul>
Organisational & Planning Skills	<ul style="list-style-type: none"> <li>– Strong ability to prioritise, plan, and manage multiple concurrent projects.</li> <li>– Detail-oriented with excellent follow-through to ensure deadlines and quality standards are met.</li> <li>– Adept at resource planning and capacity management.</li> </ul>
Change Management & Continuous Improvement	<ul style="list-style-type: none"> <li>– Open and adaptable to change, leading continuous improvement initiatives.</li> <li>– Ability to manage projects that enhance operational effectiveness.</li> <li>– Promote a culture of innovation and learning within the team.</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>
<b>Person Specification</b>	
<p>You will be a senior HR professional with a proven track record of leading organisational development and transformation at a senior level within a complex organisation. You will bring a strong background in workforce training and development, ideally gained within the construction sector, the public sector, or other large-scale service environments.</p> <p>You will have demonstrable experience in leading complex change programmes and delivering measurable outcomes, supported by excellent leadership, communication, and stakeholder management skills. You will be highly competent in developing and delivering corporate</p>	

projects and improvement initiatives that align with organisational priorities, with a consistent record of turning new ideas into practical, value-adding results.

As a strategic thinker, you will be able to translate vision into clear and actionable plans. You will demonstrate strong creative and influencing skills, with the confidence to present ideas and proposals effectively and make sound decisions based on rigorous analysis, option appraisal, risk management and contingency planning. Excellent interpersonal, communication, analytical and assessment skills are essential, along with the ability to produce concise, insightful strategic reports.

You will have a comprehensive and up-to-date understanding of Organisational Development and Design best practice and will apply an innovative, forward-looking approach to emerging developments. You will have proven management experience and a commitment to developing both your own skills and those of the wider workforce, with particular emphasis on succession planning and building organisational capability. As a role model, you will inspire, motivate and lead your teams to deliver high performance and exceptional customer service, ensuring a balanced mix of skills and professional expertise across the function.

You will be comfortable operating at Senior Leadership Team level and engaging with the Executive Leadership Team and Boards. A flexible, adaptable and solutions-focused approach is essential, along with a strong commitment to contributing meaningfully to the future success and continuous improvement of the organisation.

### **Qualifications/Professional Membership Requirements**

#### **Essential**

- CIPD qualified to at least Chartered Member level.
- Educated to degree level in a relevant discipline, e.g. HR, OD, Business Change, Project Management or equivalent experience.
- Proven track record in leading organisational development and/or transformation at a senior level.
- Strong background in workforce training and development, ideally within construction, public sector, or large-scale service organisations.
- Demonstrable ability to lead complex change programmes and deliver measurable outcomes.
- Excellent leadership, communication, and stakeholder management skills.
- Strategic thinker with the ability to translate vision into actionable plans.

#### **Desirable**

- Fellow of CIPD
- Professional qualifications in change or project management

### **Interdependencies**

- Executive Leadership Team
- HR Team
- Training Team
- Transformation Team
- Trade Union
- 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.