

LFA Job Specification

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| Job Title: | Head of People |
| Department: | Human Resources |
| Name of Post Holder: | |
| Post reports to: | Joint Principals |
| Location: | LFA Headquarters, SW6 1QR |

The scope of this role profile is, simply, a guide to critical elements of the job which reflects the current needs of LFA, with scope to grow the role, based on LFA's future, changing business requirements. It is not a fully inclusive list of duties or tasks. The role holder is expected to work flexibly and to undertake what is required to successfully carry out the job. The role profile will be reviewed when required, in consultation and collaboration with the Joint Principals.

Purpose

The Head of People role is to shape, lead and implement LFA's People strategy in line with its vision and values. This includes creating and implementing HR initiatives, strategies, and policies to attract, retain, and advance and motivated individuals across the organisation. Key responsibilities involve collaborating with teams, adopting a hands-on approach when needed, and fostering an organisational culture that reflects LFA's values and vision, using expertise and interpersonal skills to create responsive, productive, collaborative, innovative and sustainable working practices and workforce. The role holder actively contributes to organisational learnings and offers expert HR services and guidance, providing the appropriate support to joint principals and their teams. Their essential contributions include creating workplace environment aligned with LFA's values and vision, enhancing team wellbeing and professional growth, and effectively and consciously managing LFA's human resources to drive the organisation's growth and success.

Key Accountabilities

- Strategic planning & implementation
- Employee education, experience & engagement (Employee Journey)
- Departmental resources development
- Departmental legal & compliance
- Culture and change management
- Performance management and development

Strategic Planning & Implementation

- Develop a People and Culture strategy that is people-centred, aligned with the LFA vision, fully supports development plans, demonstrates an understanding of academic and administrative needs and delivers organisational priorities, whilst being appropriate for the scale of operations, timelines for growth, and compliance requirements.
- Lead the implementation of the People and Culture strategy ensuring its delivery aligns to LFA values and promotes diversity, inclusivity and equality.



- Practice proactive planning ensuring that the People and Culture strategy remains relevant to changing organisational needs and circumstances and that People considerations are reflected accurately in annual organisational and departmental planning processes.
- Develop a clear understanding of the opportunities and challenges for each department and collaborate with the leadership team to translate organisational and departmental goals into actionable People initiatives, supporting cross-organisational working practices.
- Map and manage the People related needs of the LFA, including but not limited to, the production of HR calendars, hiring plans, succession planning and growth opportunities within individual roles.

Employee Education, Experience & Engagement (Employee Journey)

- Lead the design and implementation of fair and effective talent acquisition strategies to attract and retain top-tier academic, operational and administrative professionals (right people in the right seats), identifying areas of improvement based on insights gained from industry progress and innovations.
- Lead the recruitment, selection and onboarding process, including job postings, candidate screening, interviews, offer negotiations, and the implementation of a welcoming and professional onboarding and induction experiences, setting new team members up for success.
- Design and cultivate learning and professional development strategies, assessing requirements at an individual, team and organisational level, to help team members identify areas where skills can be enhanced, performance can improve and growth can be realised within their roles, working with managers to ensure an appropriate range of tools, resources, training initiatives and career advancement opportunities are accessible across the organisation.
- Foster work culture that encourages staff engagement through initiatives that promotes employee wellbeing and welfare, working with employee forums, coaching and training, leading employee surveys and ensuring communications develop feedback loops that are used to generate insights and ongoing improvement.
- Advocate for good practices that support the wellbeing of all LFA employees, collaborating with key colleagues to develop and manage wellbeing strategies, initiatives and contributions to further health and safety.

Departmental resources development

- Develop and lead on HR processes, policies, procedures, and guidelines ensuring consistency, inclusiveness, and impartiality in their implementation, guaranteeing compliance with pertinent legislation, and ensuring they remain relevant and fit-for-purpose through regular review and updates informed by continuous industry-related learning.
- Ensure that all HR systems are robust, compliant and support current activities and future growth, researching and implementing new systems where beneficial, create meaningful HR metrics to provide insights, feedback and recommendations that inform insights-driven decision-making.
- Provide clear and effective strategies for ensuring all end-to-end HR processes are innovative and in line with LFA digital transformation ambitions and effectively managed, overseeing the management of accurate recordkeeping, ensuring data confidentiality and security.
- Lead the People supporting their growth and development, acting as a mentor and manager to increase knowledge, share best practice, ensure professional standards and



core deliverables are met, that everyday HR support services are provided and that an excellent HR advisory service is delivered with high quality guidance and a consistent approach to all employee lifecycle matters, such as performance management, restructures, employee relations and absence issues.

- Responsible for the financial planning of the department, ensuring the efficient management of departmental expenditure in accordance with the People/HR budget.

Departmental legal and compliance

- Proactively identify and mitigate People and Culture risks across the organisation, collaborating with colleagues to effectively manage and reduce them; act on any amendments required in line with the latest employment legislation and best practice guidelines, working with the leadership team on any required changes to remain compliant and mitigate risks.
- Be accountable for all departmental compliance with current regulations, professional standards, policies and procedures and legislation, ensure that all personal data is held in accordance with the latest legislation and that all staff are aware of their responsibilities under the GDPR.
- Provide expert professional support to leadership team and managers in all areas of HR, including payroll, learning and development, employment law, HR policy, best practice and workforce development, providing training on updates where required.
- Proactively monitor workforce metrics and trends (i.e., permanent, FTC, part-time, hybrid, contractors and self-employed), collect, collate and present any employee information as mandated by eligible third parties, such as quality assurance oversight bodies, law enforcement, and statutory reporting bodies.

Culture & Change Management

- Form an organisational “one team” culture around the LFA’s values, ensuring they are embedded, lived day-to-day by LFA team members and stakeholders and consciously reflected in all ways of working.
- Promote inspirational leadership by demonstrating the LFA’s values and champion a high-performance culture with a focus on desired successful outcomes.
- Develop an equality, diversity, inclusion and belonging strategy, which sets out objectives towards building a truly inclusive environment, whilst offering equal opportunities for all individuals to thrive, boosting team dynamics, productivity, and innovation within the LFA.
- Ensure workplace processes and reporting mechanisms pertaining to personnel matters and managing team members are clear, up-to-date, accessible and assessable to all staff, supporting team leaders in their management responsibilities while fostering an environment where everyone actively contributes to a safe, constructive, positive workspace.
- Devise and implement change management mechanisms to engender positivity and empower all stakeholders to embrace change, company growth and development.

Performance Management and Enhancement

- Ensure performance review systems are fit for purpose, implemented and support the LFA vision, and lead to positive interaction and follow-up among employees, assisting in identifying ways employee recognition and development initiatives can be enhanced.
- Ensure managers are facilitating a culture of ongoing performance coaching and in conducting collaborative performance evaluations, providing meaningful feedback, and implementing performance improvement plans when necessary.
- Oversee annual processes to assess employee pay, rewards and benefits, ensuring the LFA maintains competitive compensation structures and employee benefit programmes,



and good performance is valued with adjustments implemented in a transparent, fair and values-aligned manner.

- Provide support, guidance and solutions to managers on a broad spectrum of ER matters including restructuring, disciplinary, grievance, performance management, and absence issues and address employee relations issues, resolve conflicts, and provide guidance to maintain a harmonious working environment.
- Develop and implement programmes to build upon leadership skills at all levels through leadership development activities, encouraging all people managers to organise and deliver company priorities effectively through departmental teams, and providing inspiration to advance leadership development processes and self-managing behaviours.

Other

- Maintain relationships with external networks related to people management.

Essential

- CIPD Level 7 Qualified or equivalent experience.
- Educated to degree level in human resources management, psychology, or a business-related subject or equivalent experience.
- Significant experience in a senior leadership HR and/or People and Culture role, comfortable coaching senior leaders on all people related issues.
- Excellent knowledge of HR strategy, best practice, employment laws and regulations, accepted professional standards, policies and procedures, recruitment, engagement, cultural change, performance management, talent development strategies, pay, reward and recognition, wellbeing and welfare, learning and development, HR systems and budgets.
- Experience in developing and executing people strategy, has led on successful structural and cultural organisational change projects, embedding HR practices that drive people and performance excellence.
- Demonstrable experience in improving end to end HR processes.
- Experience of using metrics for driving performance, along with thorough and methodical attention to detail.
- Leadership experience in inspiring, motivating and developing a team of People and Culture professionals.
- A commitment to driving equality, diversity, inclusion and belonging throughout the organisation.
- Commercial outlook, understanding the unique needs of the business and implementing fit-for-purpose People initiatives that have meaningful impact and deliver a ROI.
- Embrace the responsibility of becoming a culture champion, driving positive behaviours and values.
- Strong HR Generalist experience and a willingness to be hands-on.
- Strategic thinking abilities, role model qualities, strong organisational skills, superior interpersonal skills and communication skills with the ability to build relationships and effectively collaborate with diverse stakeholders developing and nurturing relationships across the business.
- Demonstrated ability to resolve conflicts and address employee relations matters.
- Proficient in HR software systems and MS Office 365 suite.



- High level of discretion and confidentiality when handling sensitive employee information.

Desirable

- Experience in an educational or creative industry setting.
- Experience of working within a growing organisation.

Conditions of Employment:

- Time commitment: Full or Part Time will be considered (min 22.5 hours per week across 3 days)
- Hours of Work: 9:00am – 5:30pm which is 37.5 hours per week, normally Monday to Friday
- Flexible working conditions will be considered

