

Role Profiles

Inclusion and Culture Change Lead – Employee Experience Level 6 Zone 1

Division: People & Inclusion
Directorate: Corporate Services

Role profile and Person Specification

Introduction

Camden is already on an organisational journey - focusing on moving from processes (bureaucratic) to relationships and partnerships (relational), and the People and Inclusion division has a critical role in supporting the organisation to be able to operate in this way. For us being relational means putting people at the center of what we do, building **trust**, having **empathy** and fundamentally focusing on relationships. Starting from a position of **trust** where we treat employees as adults who want to do a decent job. Ensuring there is **freedom** with **responsibility** anchored by guiding principles and always ensuring there is coherence between these values and our actions. Whilst **coaching** managers to use their judgement from a place of empathy and compassion

As a division we are focused on ensuring we are best placed to support the organisation to imagine a different future and develop the organisation to deliver on it. This means:

- **Having strong human-centred relationships** - we want to help people to work well together and to get the best from each other as individuals and collectively.
- **Being empowered to experiment** - we want to help people feel safe and empowered to experiment and to make decisions to create change in a way which is supported and in an environment that allows that to happen, underpinned with great data and insight.
- **Being inspired to learn** - we want to help people to proactively learn and to create a true learning culture across the organisation - we want people to feel that learning is just a part of what they do every day.
- **Connecting the human element with change** - we want to help people, teams and the organisation move from a state of 'what is [the current position]' to 'what if [exploring possibility]' and ultimately to 'how to and how can we' [making possibility a reality].
- **Having resilience and flexibility** - formal structures and status are less important, power is shared so all have agency. We do this by working in the open and with kindness.

The expectation of all people who work within the People and Inclusion division is that we are committed to operating in this way and supporting others to do the same.

Role profile: Common Accountabilities (*for all People & Inclusion senior roles*)

- An ability to deal with complex or high-profile issues and to make recommendations to the Director of People & Inclusion and direct reports on how to tackle / deal with such issues as well as take forward appropriate action as necessary.

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- Application of conceptual thinking and the ability to work out solutions from first principles both in terms of the strategic direction of the division and in specific areas of expertise.
- Providing high quality coaching and information to enable managers to make informed decisions and determine appropriate courses of action.
- Contribute to the leadership of the division in accordance with our principles, ensuring a highly skilled, motivated and effective workforce.
- Identifying and outlining creative solutions including issues and risks to assist managers in developing and applying solutions to problems.
- Coaching and supporting colleagues across the organisation to develop capabilities and increase confidence in order to support a relational way of working.

Role profile: Role Specific Accountabilities

To lead, implement and manage delivery of inclusion and culture change initiatives across the organisation that champion diversity and inclusion in all of its forms and enables the organisation to become truly relational. This includes leading the implementation of change programmes aligned to the employee experience and lifecycle that facilitates a change towards a human centered organisation.

- Leading and implementing interventions that enhance the employee experience across the organisation within the context of projects, programmes and policy
- Ensure that inclusive and relational approaches are embedded across all projects, policies and programmes of work. This will include but not limited to performance development framework and tools, organisational wide approach to progression, leadership development, career development, and onboarding.
- Leads on ensuring policy development is in line with a relational approach and our organisational purpose.
- Partnering with stakeholders internally and externally to deliver organisation wide culture change initiatives
- Delivering transformational change to enable a shift toward a relational and human centred organisation that keeps employee experience at the heart of implementation strategies
- Drives organisation wide culture change using an evidence-based approach informed by ambitions and understanding of workforce and service needs whilst working in a variety of disciplines and environments across the whole organisation to deliver goals
- Lead the development and implementation of The Way We Work, working together with Employee Experience leads and wider People and Inclusion community to firmly embed culture and behaviour changes required.
- Establishes key external partnerships and develops best practice by using insights from thought leaders to deliver initiatives that align to latest research and approaches
- Lead the employee experience approach as a key driver for culture change, capacity building performance improvement across the organisation. This will embrace innovation, insight, learning, relational practice and coaching elements and will enable the organisation to successfully navigate through changes in the internal and external environment.

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- Take a lead role in developing and embedding a multi-disciplinary approach which will involve coaching and bringing together individuals from different services and expertise to deliver high-quality workforce inclusion and culture change programmes in a flexible and networked way
- Leading the Future of Work programme ensuring that there is a future focus to organisational change which enables an environment for all employees to feel valued and able to deliver high-quality services.

Person specification: attributes and capabilities

A successful candidate will demonstrate the following attributes and capabilities:

Takes responsibility;

- To be relational in all they do
- To be truly inclusive and to hold others accountable for this too
- To coach and develop others
- To lead and deliver
- To flex style and approach as needed
- For their resilience and well-being

Strategic thinking;

- Can take an adult to adult approach to HR and change
- Takes a 21st century and digital focus
- Ambitious and innovative – willing to tackle the status quo

Effective judgement and decision-making;

- Acts on facts
- Risk awareness and ability to manage / mitigate risk
- Can use evidence to inform recommendations on business change / improvement

Political and organisation awareness;

- Demonstrates an understanding of the wider organisation and political perspective

Effective personal style;

- Self-belief / self-confidence
- Is collaborative / team player, able to build networks and partnerships and maintain strong working relationships with stakeholders
- Is comfortable with complexity
- Open and honest
- Responsive and flexible
- Good communicator - personable and effective
- Strong IT skills

Person specification: the basics

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A successful candidate will be able to demonstrate the following:

Education;

- Educated to degree level or has equivalent work experience
- Current knowledge of thinking on learning and organisation development models, tools and techniques, including evaluation methodologies.

Health and Safety;

- Ability to promote health and safety at all times

Data / information management;

- Understanding of information management, information sharing and data handling in accordance with Data Protection legislation and best practice

Financial management;

- Ability to demonstrate effective financial management skills

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High level structure

