

Job Profile

Job Title: Employee Experience Partner

Job Grade: Level 4, Zone 2

About Camden

'Camden is building somewhere everyone can thrive, by making our borough the best place to live, work, study and visit. Because, we're not just home to UK's fast-growing economy. We're home to the most important conversations happening today. And we're making radical social change a reality, so that nobody gets left behind. Here's where you can help decide a better future for us all.

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 centre 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 organization to imagine a different future and develop the organization 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.

About Employee Experience

Employee experience is about how our employees experience the organisation. This experience starts from the moment someone applies for a job with us right through the whole lifecycle of work to the moment that they have left. We think of employee experience as the journey each employee takes at Camden and every interaction along the way. This includes; how we recruit and induct people, the sort of relationships an individual has with their team and with their manager. It includes what employees need to do their job effectively, how we celebrate their success and make sure that when things don't go to plan and people experience difficulty in their life, that they are supported. At its core employee experience is about *the moments that matter* for our employees. By getting this right we can deepen the connection with Camden.

The moments that matter will be different depending on each person and we need to make them the most human centred and relational that they can be. When we put people at the heart of what and how we do things we elevate staff purpose, energy and capability.

The Employee Experience Hub is the beating heart of this approach. It is where people with specific areas of expertise that make up employee experience specialisms 'sit' in the structure. Areas of expertise include; the structural conditions people work in; the relationships people foster at work, culture and behaviour change, inclusion and belonging, navigating with dignity and respect difficult conversations, understanding what enables people to thrive.

Employee Experience service is comprised of the following areas of expertise:

Innovation Insight and Learning
Relational Practice and Wellbeing
Inclusion and Culture change

About the Employee Experience Hub.

The Employee Experience Hub is a central team of Employee Experience Partners who each have areas of specialism to enhance the experience of our employees during their time in Camden.

The Hub allows for greater flexibility to respond to or 'get in front' of the problem or issue at hand by bringing together the right people with the right range of knowledge, skills and expertise in the appropriate way to focus on the experience of our employees. This might be for example through one or more of the following:

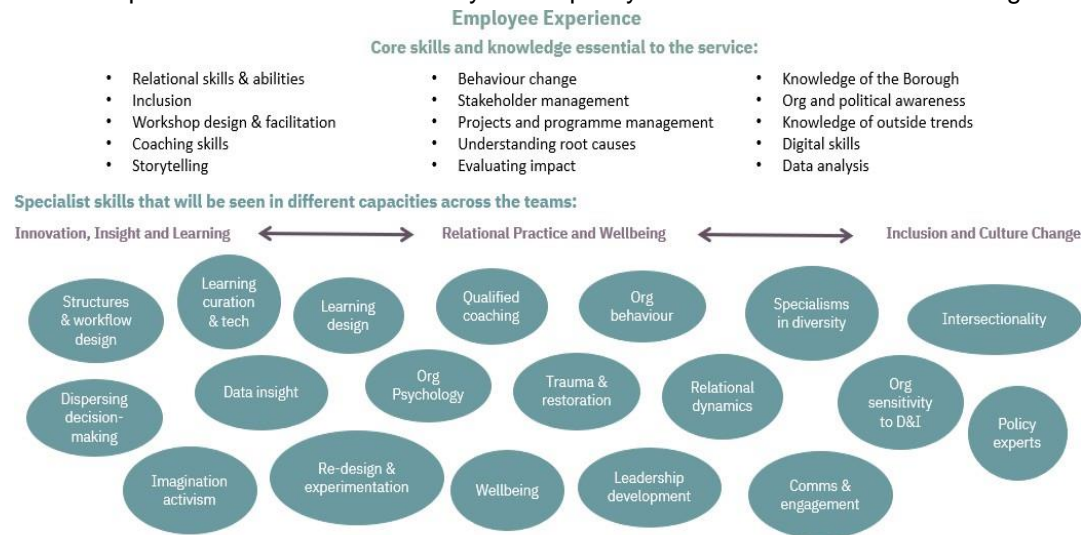
- The formation of a multi-disciplinary skilled team where the 'lead' for a piece of work brings in others from across the areas of expertise, knows when to bring them in and why they are being included as well as how best to utilise their expertise and knowledge.
- Gathering together a group of people from across areas of expertise to rapidly problem solve, gain insight, ideas and inspiration from others about what is needed and plan together to deliver the required work
- An individual working on a project, piece of work independently, consulting with and checking in with others as they go.

In turn this allows for growth, development and insight across Employee Experience and the wider People and Inclusion teams.

About You

The image below brings this to life in two parts.

- 1) The section in bullet points shows the core skills and knowledge that all Employee Experience Partners are expected to have. It is recognised that some people will be developing in some of these areas while others will be more skilled and fluent and that's okay because the role is about working across boundaries.
- 2) The 'blobs' show the specialist skills that are broadly expected under each area of expertise. The diagram is intended to reflect the ambition to create areas of specialist knowledge within the employee experience teams, whilst creating opportunities for Partners to develop and progress beyond their areas of expertise. This creates flexibility and capacity within the work while enhancing our employee experience offer to the organisation .



Examples of the work programme that would sit in employee experience:

- Mentoring, progression, reporting discrimination
- Employee Experience all staff survey
- Induction - Corporate and Managers
- Review of My Performance aligned to Camden's journey of relational practice
- The Way We Work – in Housing and other federated teams
- Facilitation of relational leadership workshops and embedding Camden's Model of Leadership
- 1:1 and team coaching.

- Wellbeing interventions, aligning to the emerging wellbeing strategy and Good Life Camden
- Violence Against Women and Girls and Homelessness Review
- Imagination Activism
- Insights Strategy
- Learning and development including learning design linked to the specialist areas

To be an Employee Experience Partner

- You will bring expertise and experience that align to one or more of the specialist areas of Innovation and Insight, Relational Practice and Wellbeing, Inclusion and Culture change.
- It is recognised that being an Employee Experience Partner means you may also have additional areas of expertise that go beyond one specialism. It is anticipated that by coming together as a wider hub team learning, knowledge and insight is shared, which in turn benefits the work

As an Employee Experience Partner you will be a specialist *in some of these.*

- Diagnose a problem around service or team structural or team dynamics,
- Engage and work with stakeholders and experts in their field as required for the work – e.g. individuals, groups, networks, external organisations bodies, other Councils.
- Have great project management skills and be able to adapt and flex as and when needed to meet deadlines, organisation or service need and to 'get the job' done
- Lead pieces of work independently and as part of a team keeping colleagues and relevant groups informed of progress and/ or blockers.
- Use data to understand the problem that needs to be addressed, understand progress in delivering the solution and in evaluating impact and change.
- Horizon scan and analyse trends to bring insight to the work.
- Develop analytics and insights creating dashboards and reporting tools
- You'll need to be able to engage audiences, relevant to the work: this could be but is not limited to written form such as reports, or slide-decks, or in person.
- Facilitate workshops and events – large or small, working to understand the need, the purpose, intended outcome. You will be able to design, deliver and assess how it went, always looking to improve for the next time. You will need to be particularly aware of sensitive subjects and how you navigate these and build in psychological safety to the work. Depending on the work you will need to be comfortable facilitating with senior leaders
- Work with data experts to help with survey design, making sure that we always start with the end in mind i.e. what are we trying to understand here? How does the survey achieve that?
- You'll need to be able to design learning interventions and workshops working with subject experts to meet audience need - including thinking about how messaging might be received by a range of different people and apply learning styles to the work and making sure inclusivity is factored in.
- Understand behavioural change in a complex workplace environment and the factors that are at play when working with change.
- Map systems of work including employee journey mapping and identify where there are blockers and where improvements can be made

- Employ coaching style conversations with individuals and with teams
- Use techniques that transfer knowledge to other teams, and deliver culture / behaviour change
- Evaluate impact of the work using both qualitative and quantitative approach and iterate learning as we go.
- Advocate and champion for a positive employee experience

You are not expected to be an expert in all of the above areas of specialism but, there are some common skills which are required.

We want all our team members to be;

- **Curious** - A desire to understand why things happen and to challenge the status quo
- **Inclusive** – Making sure we are considerate of all colleagues needs, backgrounds and views
- **Authentic** - We want to hear your voice. We need to be honest to build trust
- **Relational** - We always seek to see the bigger picture – listening well and understanding the whole person
- **Empathetic** - A key part of our role is to see the world through the lens of others. We recognize that our Inclusion work in particular can be highly emotive, sensitive and pressurized.
- **Evidence-based** - Using data and insights to inform decisions
- **Reflective** – The desire and ability to analyse and understand what has happened, to learn from both good and bad experience
- **Empowering** – Creating space where others around you feel safe to express views and make decisions without fear of failure – devolving decision-making

Bringing this all to life – some examples

Mentoring

The overall approach to Mentoring is led by Inclusion and Diversity. The project team will include a Data Analyst to analyze data related to services. A Leadership and Wellbeing Specialist will focus on identifying and addressing the needs of leaders to foster a sense of belonging within their teams. We will collaborate with the Learning Team to develop training and development programs that equip colleagues to become effective mentors or mentees. In partnership with the Engagement and Content Officer, we will create and disseminate key messages that align with the organization's overall narrative.

Leadership Development roll out

Led by the “Relational Practice & Wellbeing Lead”, works with Employee Experience Practitioners to ensure understanding and concepts from the leadership work can be developed into our various workstreams such as managers development, pay performance, how to have great conversations, making sure inclusion is a central focus. We will utilize insights from our data analysts to measure the effectiveness of these initiatives, identify trends, and gain valuable insights for continuous improvement. use Data Analysts to understand success, trends and insights. There will be further collaboration with the Restoration and Wellbeing lead to ensure challenging conversations are as human centred and relational as possible.

My Performance review

Lead by the Reward manager, working closely with Culture Change and Learning colleagues to develop guidance and resources aligned to organisational need/direction, drawing on insights from our Data Analysts, Inclusion colleagues and Relationship Leads to understand areas of focus and feed in learning from D&I. Working across People & Inclusion service, including People Operations to design and implement changes to process, bringing in Learning colleagues to enhance organisational capability in line with new approach.

Review Induction

Led by Inclusion Innovation and Insight [to map the current system] working closely with Employee Experience practitioners who have led on the delivery, to run discovery and experimentation phases and change the systems around how we deliver induction. Drawing on support from Data Analysts to evidence impact and iterate approach. Brings in Resourcing Advisors to ensure employees experience induction and onboarding in the best way possible.

Work Environment:

The role can be done on a hybrid basis – working from either a Camden administrative base or home, though the expectation that staff spend on average two days week in Camden.

People Management Responsibilities:

The role does not have any line management responsibility.

Relationships:

You will work closely with colleagues/ teams within the “People & Inclusion” Service. You’ll form good working relationships with colleagues across Camden, supporting them to achieve their goals and priorities. You’ll report to our XXX Lead, and you’ll have a solid connection to the Employee Experience Service.

Over to you

We’re ready to welcome your ideas, your views, and your rebellious spirit. Help us redefine our corporate services, and we’ll redefine what a career can be.