

## Human Resources Manager: South Molton, Devon

Responsible: General Manager

### **Roles & Responsibilities (main functions)**

The primary role of the HR Manager Norbord Europe Ltd. is to provide support across the site in relation to Human Resources on both an operational and administrative capacity. The role requires proactive organisation skills, the exercise of non-executive influence with a high degree of self-management and initiative.

The HR Manager must develop a clear understanding of Norbord's business objectives and liaising with the European HR Manager is able to assist in the devising and implementation of policies which will select, develop and retain the right staff needed to meet these objectives.

The exact nature of the work activities will vary according to the site but will include working closely with departments, in an advisory role, assisting line managers to understand and implement Norbord's policies and procedures;

The HRM will take an active part in promoting equality and diversity as part of the culture of the Norbord, liaising with a wide range of organisations involved in areas such as race relations, disability, gender, age, religion and health and safety to ensure that Norbord are reaching all parts of society in terms of our recruitment.

The HRM will manage the HR functions of the site while taking cognisance of their responsibilities to Norbord as a corporate entity.

The HRM will possess excellent understanding of employment law and take a proactive role in maintaining this knowledge.

The HRM will also, *inter alia*:

- Provide a generalist HR service to the management team and employees, ensure that all issues are closed out appropriately.
- Take responsibility for ensuring that headcount levels are maintained at appropriate level within budget and that accurate schedules and reports are provided as required.
- In support of the European HR Manager develop/implement and maintain HR policies and procedures which meet legislative requirements, whilst also ensuring employees are treated fairly and consistently.
- Provide up to date professional advice to all managers and supervisors on HR and employment legislation
- Maintain and prepare high quality reports and implement HR presentations as required

- In conjunction with the European HR Manager develop plant wide succession plans and actions
- planning, and delivering, training on HR initiatives
- Provide advice to Senior Management on the development of a Continuous Improvement culture
- Manage any current or future position of Site HR Administrator and develop the post to provide a more formal HR service in addition to the normal duties and responsibilities

**Employment Process:**

- Timely processing of appropriate communications to effect smooth termination process
- Responsible for all recruitment activity, from requisition sign off to the creation of job offer including but not limited to:
  - Arranging advert for vacant positions ensuring that appropriate job descriptions utilised and that all prospective candidates meet the competencies required
    - a) Arranging interview process
    - b) Advising successful / unsuccessful candidates
    - c) Drafting of employment contracts
    - d) Ensuring changes are updated on both HR and Payroll databases

**Support to Management**

The HR Officer is not responsible for the following 3 processes; however they have both an administrative role and an advisory role to play. Where these processes are not being carried out to Norbord's policies then escalation is necessary.

- Absence Managing
- Disciplinary / Capability / Grievance Procedures.
- Annual Appraisals

**Reporting :**

- Creation and maintenance of absence reporting for both Site & Group purposes
- Maintain and provide Key Performance Indicator information relating to absence, headcount, turnover levels and guidance and support referrals.
- Analysing training needs in conjunction with departmental managers, reviewing training effectiveness to ensure compliance with Company and Statutory requirements

**General**

- Liaison with Payroll
- Ensuring that systems and procedures are in place to promote good morale and motivation in a happy, fair, safe and effective workplace

- Assist the General Manager in liaising with Trades Union as required to ensure policies and procedures are applied and implemented as necessary.
- To take responsibility for dealing with ad-hoc HR queries.
- Interpreting and advising on employment legislation
- To assist in the management of employee terms and conditions, including pension and private health care.
- To implement systems of work which reflect best practice
- Any other duties as directed by the General Manager

### **Safety Leadership**

- One of our strategic priorities is to develop a **world class safety culture** and therefore any HRM must be prepared to display visible leadership and commitment to the Norbord culture. We are committed to the health and wellbeing of our employees, contractors and visitors by creating and maintaining a safe working environment.
- The HRM will ensure that appropriate training is both arranged its effectiveness reviewed
- It is essential that the HRM has an understanding of safe working practices and displays at all times a commitment to working safely; ensuring safe work practices are in place. Working safely is a condition of employment.

### **Skills, Knowledge & Attitudes / Behaviours**

- Ensure safe working practises at all times
- Ensures Compliance with all company policies and procedures
- Has excellent technical skill and knowledge of Human Resources good practice and legislation
- Maintains appropriate data bases
- Excellent administration and communication skills
- Excellent PC skills, high level of IT literacy
- Organised person with excellent time management skills
- Comfortable with being both an accountable and responsible person
- Experience and awareness in stressful/delicate situations.
- Ability to communicate effectively at all levels both orally and in writing to both internal (employees) and external sources.
- Can analyse complex data and present findings to audiences in a competent manner, using techniques in a professional manner

- Understands the needs of the business

***Must possess required knowledge and be able to explain and demonstrate, with or without reasonable accommodations, that the essential functions of the job can be performed***

### **Qualification(s) / Training Requirement(s) / experiences**

- Possession of or studying towards CIPD or equivalent (essential)
- 2/3 years in manufacturing environment (desirable)
- Experienced in Trade Union liaison (essential)
- Experience in Trade Union negotiation (desirable)

### **Tools & Equipment Used**

- Applicable to the position

### **Personal Protective Equipment Requirements**

The HRM will be working on a manufacturing site and will wear, where appropriate PPE to meet the conditions in force at any given time, as laid down in the Norbord Cowie site rules.

Due care and attention must be taken with PPE to ensure PPE remains fit for purpose at all times., and the HRM must have a sound knowledge of all forms of PPE, their uses and limitations

### **Personal Specification**

- Must be seen as having a high level of integrity to ensure that confidentiality is not breached
- General Intelligence
  - Common sense approach to problems
  - Ability to overcome old habits to maintain new standards
- Specific Aptitudes
  - Comfort around top management
- Interests
  - Wide range of outside interests / hobbies
- Disposition
  - Steady and dependable

### **Any Additional Requirements**

#### **Flexibility :**

The HRM must recognise the need for flexibility in his /her position due to the specific demands of the role.

To this end they must be willing to work reasonable additional hours to cover situations such as absence of colleagues

### **.Physical Demands**

There are no major physical demands required for position to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. However there may be requirements for walking towards the large site area on occasions.

### **Coping with setbacks**

The HRM must be able to :

- Work productively in a pressurised environment;
- Keep emotions under control during difficult circumstances;
- Balance the demands of a work life and a personal life;
- Maintain a positive outlook at work;
- Handle criticism well and learn from it.
- Maintain a composed demeanour at all times, presenting a professional front.

### **Organisation**

To be successful the HRM must be someone who:

- Manages time effectively;
- Identifies and organises resources needed to accomplish tasks;
- Monitors performance against deadlines and milestones.
- Has Team player qualities to participate as a member of a larger team, whilst having the ability to be self motivated
- Can draw up a training plan
- Can manage budgets
- Can producing materials needed for training
- Can work with training providers to develop suitable content for the courses
- Can deliver training

**Competency Profile for Norbord HR Officer**

**Essential Competencies**

<b>Deciding &amp; initiating action</b>	Makes prompt clear decisions which may involve tough choices or considered risks; Takes responsibility for actions, projects and people' Takes initiative, acts with confidence and works under own direction; Initiates and generates activity.
<b>Relating &amp; networking</b>	Establishes good relationships with staff; Builds wide and effective networks of contacts inside and outside the organisations; Relates well to people at all levels; Manages conflict; Uses humour appropriately to enhance relationships with others.
<b>Persuading &amp; influencing</b>	Makes a strong personal impression on others; Gains clear agreement and commitment from others by persuading, convincing and negotiating; Promotes ideas on behalf of self or others; Manages conflict; Makes effective use of political processes to influence and persuade others.
<b>Applying expertise and technology</b>	Applies specialist and detailed technical expertise; Develops job knowledge and expertise towards continual professional development; Shares expertise and knowledge with others; Uses technology to achieve work objectives; Demonstrates appropriate physical co-ordination and endurance, manual skill, spatial awareness and dexterity; Demonstrates an understanding of different organisation departments and functions.
<b>Planning and Organising</b>	Sets clearly defined objectives; Plans activities and project well in advance and takes account of possible changing circumstances; Manages time effectively; Identifies and organises resources needed to accomplish tasks; Monitors performance against deadlines and milestones.
<b>Delivering results &amp; meeting internal and external customer expectations</b>	Focuses on customer needs and satisfaction; Sets high standards for quality and quantity; Monitors and maintains quality and productivity; Works in a systematic, methodical and orderly way; Consistently achieves project goals.
<b>Achieving personal Work Goals and Objectives</b>	Accepts and tackles demanding goals with enthusiasm; Works hard and puts in longer hours when it is necessary; Identifies development strategies needed to achieve career goals and makes use of developmental or training opportunities; Seeks progression to roles of increased responsibility and influence
<b>Adapting &amp; responding to change</b>	Adapts to changing circumstances; Accepts new ideas and change initiatives; Adapts interpersonal style to suit different people or situations; Shows respect and sensitivity towards cultural and religious differences; Deals with ambiguity, making positive use of the opportunities it presents

## Desirable Competencies

<b>Writing and reporting</b>	Writes clearly, succinctly and correctly; Writes convincingly in an engaging and expressive manner; Avoids the unnecessary use of jargon or complicated language; Writes in a well-structured and logical way; Structures information to meet the needs and understanding of the intended audience.
<b>Analysing</b>	Analyses numerical data, verbal data and all other sources of information; Breaks information into component parts, patterns and relationships; Probes for further information or greater understanding of a problem; Makes rational judgements from the available information and analysis; Produces workable solutions to a range of problems; Demonstrates an understanding of how one issue may be part of a much larger system.
<b>Learning and researching</b>	Rapidly learns new tasks and quickly commits information to memory; Gathers comprehensive information to supports decision making; Demonstrates a rapid understanding of newly presented information; Encourages an organisational learning approach (i.e. learns from successes and failures and seeks staff and customer feedback); Manages knowledge (collects, catalogues, and disseminates knowledge of use to the organisation).
<b>Formulating strategies and concepts</b>	Works strategically to realise organisational goals; Sets and develops strategies; Identifies and develops positive and compelling visions of the organisation's future potential; Takes account of a wide range of issues across, and related to, the organisation
<b>Following instructions and procedures</b>	Appropriately follows instructions from others without unnecessarily challenging authority; Follows procedures and policies; Keeps to schedules; Arrives punctually for work and meetings; Demonstrates commitment to the organisation; Complies with legal obligations and safety requirements of the role.
<b>Coping with pressures and setbacks</b>	Works productively in a pressurised environment; Keeps emotions under control during difficult circumstances; Balances the demands of a work life and a personal life; Maintains a positive outlook at work; Handles criticism well and learns from it.

<b>Date of Description</b>	March 2016
<b>Reviewed Date</b>	
<b>Reviewed by</b>	Paul McManus, European HR Manager

## **HR Manager: Addendum**

Going forward the position will require to be heavily involved in the change management process and to have Significant interaction with the European HR Manager in being, *inter alia* a

- Change leader/owner, taking full responsibility for the planning and implementation of their part of the project.
- Change educator, bringing specialist knowledge and expertise to help the Site Snr Managers understand more about the structure and process of successfully managing the change.
- Change advisor, working with Managers directly towards the process of designing and implementing change, challenging and guiding them to get it right.
- Change participant, being part of a change that affects them personally

In this role the HR practitioner will require to use their knowledge of change to set their expectations of the process, troubleshoot problems and understand and manage their own and others' reactions to events. This requires first an understanding of the architecture of successful change: having a clear picture of all the elements necessary for a sound process, built on a solid foundation.

It will involve understanding and communicating the changes we will be making to the systems, processes, structure, roles, location, contractual arrangements and all the other inanimate aspects of the plans and designs. It will involve also responsiveness in acknowledging and dealing with the human impact of change including the understanding and awareness of the emotional journey that our employees will experience when faced with change (regardless of whether we perceive it to be positive or negative).