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| **Job Description**  **Job Title: Chief People Officer**  **Job Grade:** Grade A  **Code CR-FL** N/A  **Report to:** The role reports to the Deputy Chief Constable  **Department/Unit:** People Directorate |  |

**A logo of a military officer

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**Role Purpose**

The Chief People Officer’s (CPO’s) primary responsibility is to champion and be accountable for the successful implementation of our People Strategy, providing critical leadership in building the capability of the people function. The CPO will drive structures, systems and an integrated HR service delivery to support our strategic and operational objectives.

The CPO is responsible for leading on the implementation of People matters within the Business Plan and 3-Year Strategy and ensuring the People Directorate structure, resource capacity and capability is fit for purpose to provide an efficient, high performing and customer focused service.

The CPO is the lead People adviser to the Police Authority and the business partner to the Deputy Chief Constable and Executive on people related matters, including Human Resources, People Change, Pay and Reward, Health and Safety and Occupational Health working in close collaboration with security vetting.

The CPO will be responsible for sustaining the workforce capability both now and in the future ensuring effective workforce planning, succession and talent management that is integral to the efficient and effective operation of CNC’s business.

The CPO is responsible for providing advice, guidance and leadership on the people management matters of all organisational change programmes within a complex stakeholder and operating environment.

**Key Accountabilities**

* Under the direction of the CNC Executive, lead on the implementation of People matters within the CNC Business Plan and 3-Year Strategy that sets out a vision for the future of our people to deliver the mission and the achievement of short and long-term business objectives to provide an efficient and effective policing service.
* Accountable to the Executive Team for the development of functional delivery plans to enable the effective and compliant implementation of the Annual Business Plan within their area of responsibility.
* Provide, lead and develop a credible, professional and respected People Directorate team taking ultimate accountability for developing a high performing function that adds value to the effective operational delivery of the CNC.
* Lead the future direction of People related matters, with overall people related responsibilities for both CNC staff and policing professionals, drawing on the latest thinking and innovation from the HR profession, the College of Policing and across wider policing.
* Support the Chief Constable in leading the Constabulary by embedding the organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service. Embed a culture of engagement and dialogue across the organisation in promoting CNC as a unified, open and inclusive employer.
* Inspire the organisation to deliver and continuously improve through strong challenge and support, empowering all staff to contribute fully to the success of the CNC. Champion the main streaming of equality, diversity and inclusion in the organisation.
* Lead and ensure workforce changes build future leadership capability in line with the CNC’s mission, highlighting opportunities and risks in relation to the people aspects of the CNC.
* Lead, motivate and engage a team of senior policing professionals, promoting workforce wellbeing, facilitating impactful professional development and performance management to create an empowered team effectively contributing to the achievement of CNC objectives.
* Represent the Constabulary, supporting and maintaining the mutually productive strategic relationship with the Civil Nuclear Police Authority, DESNZ, College of Policing and other key stakeholders.
* Develop and maintain relationships with key strategic partners, effectively influencing and collaborating to enable the achievement of objectives for the area of responsibility, to build trust and confidence in policing.
* Set and manage budgets and resource plans across their portfolio in line with the wider budget framework to maximise the efficient use of resources, ensuring the effective use of public spending and maximising value for money.
* Oversee efficient and effective use of resources to ensure the People Directorate services are high quality and value for money.
* Ensure that the Human Resources operating model and resource allocation is optimally aligned to meet organisational needs providing an agile and proactive response to a dynamic organisational and operational requirement.
* Provide for business focused and innovative solutions that anticipate the impact of change on the CNC in relation to People matters which will deliver on future change to its business model whilst having an appreciation of the national policing landscape.
* Effectively measure, evaluate and report on performance within own area of responsibility utilising findings to drive improvements in service delivery.
* Influence and engage at all levels of the CNC in order that the people function is valued, understood and respected.
* Effectively manage and encourage development, change and innovation, ensuring enhanced productivity, value for money and continuous improvement in problem solving and evidence-based policing.
* Attends the People Committee of the CNPA to engage on People matters within the CPO portfolio and a key member of other governance forums particularly relating to current and future strategic issues where there is an impact on the workforce.

**Behaviours**

All roles are expected to know, understand and act within the ethics and values of the Police Service.

The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

This role will operate or work at the following levels of the CVF:

**Resolute, compassionate and committed**

**We are emotionally aware:** [**CVF Level 3**](https://profdev.college.police.uk/competency-values/we-are-emotionally-aware/#level-3)

**We take ownership:** [**CVF Level 3**](https://profdev.college.police.uk/competency-values/we-take-ownership/#level-3)

**Inclusive, enabling and visionary leadership**

**We are collaborative:** [**CVF Level 3**](https://profdev.college.police.uk/competency-values/we-are-collaborative/#level-3)

**We deliver, support and inspire:** [**CVF Level 3**](https://profdev.college.police.uk/competency-values/deliver-support-inspire/#level-3)

**Intelligent, creative and informed policing**

**We analyse critically:** [**CVF Level 3**](https://profdev.college.police.uk/competency-values/we-analyse-critically/#level-3)

**We are innovative and open-minded:** [**CVF Level 3**](https://profdev.college.police.uk/competency-values/innovative-open-minded/#level-3)

**Education, Qualifications, Skills and Experience**

**Prior education and experience:**  
•Educated to degree (level 7) equivalent, preferably with master’s level attainment.

•Full membership of CIPD, preferably Fellow.

• Excellent executive management skills and commercial awareness.

• Excellent communication skills with an ability to communicate at all levels, able to persuade and influence key internal and external stakeholders within a complex environment.

•Sound political awareness and judgement at a national level.

•Must be an innovative thinker with strong commercial skills able to work collaboratively with partner and stakeholders.

•Demonstrate a personal commitment to diversity with a track record for delivering a culture of inclusivity and fairness.

• Knowledge of working in a highly regulated environment with the experience to navigate through this in providing responsive and relevant business support through effective governance.

• A role model with strong interpersonal and influencing skills.

• Experience of successfully engaging with and influencing multi-agency partnerships.

• Experience of embedding an effective performance management framework.

• Experience of implementing successful organisational development, change and innovation.

• Experience of management of significant budgets.

• Up to date operational/technical professional knowledge.

• Knowledge of political, economic, social, technological, legal and environmental factors that impact on people issues and an understanding of the implications for strategic planning.

• Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

**Skills:**  
• Able to manage substantial financial, people and material resources, demonstrating commercial acumen to balance complex, competing resource demands by making appropriate risk-based decisions within the available budget.

• Able to manage transformational organisational change that reshapes the services or functions delivered by the Constabulary, to deliver appropriate responses to emerging trends and issues.

• Able to analyse a wide range of information to identify emerging trends and issues and use these to inform strategic planning.

• Able to operate with sound political astuteness, able to negotiate the internal and external political landscape effectively.

• Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at senior levels and across a diverse range of stakeholders.

• Skilled in building and maintaining stakeholder and partner relationships, being able to apply problem solving approaches and methodologies to resolve issues and to reconcile conflicts of interest.

• Skilled in leading, developing and inspiring people, engaging a diverse range of teams with strategic priorities, values and behaviours.

• Able to apply or devise problem solving methodologies or specialised concepts and methods of analysis (or commission them from others), to clarify and/or solve multifaceted and complex problems.

• Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.

• Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Constabulary service delivery and/or cost.

**Continuing Professional Development (CPD)**

A senior leaders CPD Framework has been developed that identifies three important elements Chief Officers should consider when planning their CPD.

Chief Officers should reflect upon their existing knowledge, skills and experience to identify and plan their professional development alongside the following examples. Below are some suggested examples but are by no means exhaustive:

**Personal Skills**  
• Role model continuing professional development and lead by example by sharing learning and reflections to support the professionalisation of the police service.

• Maintain knowledge of strategic leadership and management theory and continually reflect on practical application in the operational policing context.

• Consider participation in secondment opportunities to gain differing perspectives on leadership and management, where appropriate.

• Participate in coaching and/or mentoring opportunities for self and others to use and share the learning to inform own and others’ approach to leadership, management and policing.  
 **Business Skills**  
• Maintain commercial awareness and build financial acumen by working closely with partners and multi-agencies at a local and national level, where appropriate taking advantage of shadowing and/or secondment opportunities.

• Maintain knowledge and understanding of performance management processes, including data analysis methodologies and how performance can be benchmarked locally, regionally and nationally.

• Contribute to evidence based research by conducting research and analysis of operational policing issues to solve problems and support the professionalisation and transformation of policing.

• Build and participate in peer networks and action learning sets to enable approaches to joint problem solving, share learning locally, regionally and nationally to support business process modernisation, efficiency and continuity.

**Professional Skills**  
• Maintain knowledge of College of Policing Guidance, best practice and national and local initiatives and policies applicable to the strategic policing context.

• Maintain and update key knowledge and understanding to effectively apply legislation, policy and practice across all functional policing areas of operational responsibility.

• Maintain knowledge and understanding of political, economic, social, technological, legal and environmental factors and developments to inform strategic policing plans and enable an efficient and effective approach to policing and ensure the force is able to tackle new and evolving crime, threats and priorities.

• Work with national policing agencies and bodies, such as Her Majesty’s Inspectorate of Constabulary (HMIC), National Crime Agency (NCA) and the College of Policing to ensure the force maintains professional standards.

• Complete all annual and mandatory training to retain occupational and operational accreditation.

**Professional Registration/Licenses**

• Not applicable.

**Links to other Profiles**  
• Not applicable.

**Useful Links**

* [Professional Profiles](https://profdev.college.police.uk/professional-profiles/)
* [Recognition of Prior Experience and Learning (RPL)](https://profdev.college.police.uk/recognition-prior-experience-learning/)
* [Competency and Values](https://profdev.college.police.uk/competency-values/)
* [Frequently asked questions (FAQ)](https://profdev.college.police.uk/frequently-asked-questions-faq/)

***This Job Description reflects the main duties and responsibilities associated with this position. It is not intended to be exclusive or exhaustive.***