

<b>ROLE PROFILE</b>	
<b>Job Title:</b>	<b>Head of HR</b>
<b>Status:</b>	<b>Permanent Contract (after a six - month probation period)</b>
<b>Role Summary</b>	<p>The Head of HR will lead and manage the HR function to achieve its intended business outcomes and will have a minimum of ten years HR experience with at least five years in a senior management / executive role.</p> <p>The Head of HR will have a proven track record of promoting and developing a high performance, professional culture with constructive, collaborative and positive engagement with and by staff at all levels.</p> <p>This will be coupled with effective and proactive leadership and management of change in a unionised environment to enable the company meet its strategic and operational objectives in a predictable manner.</p>
<b>Position in organisation:</b>	<b>Member of the Executive Management Team (EMT) reporting to the Chief Executive</b>
<b>Context:</b>	<ul style="list-style-type: none"> <li>• Dublin Port is owned and managed by Dublin Port Company (DPC).</li> <li>• DPC is a self-financing private company owned by the State.</li> <li>• Dublin Port is the busiest port in the country with 8,000 ship arrivals annually.</li> <li>• The port is of critical national importance and accounts for 89% of national Ro-Ro volumes, 73% of national Lo-Lo and 32% of Ireland's energy imports (petroleum products).</li> <li>• DPC is an infrastructure provider and shipping, terminal and cargo handling operations at the port are carried out by private sector companies operating in competitive markets.</li> <li>• DPC is responsible for the provision and maintenance of the infrastructure needed by these companies to meet the requirements of Ireland's international merchandise trade.</li> <li>• In addition to providing critical port infrastructure, DPC provides essential technical marine and maintenance services on a 24 / 7 basis to ensure safe, efficient and environmentally sustainable shipping and cargo operations in Dublin Port.</li> <li>• DPC employs 160 staff engaged in a diverse range of activities including: operational roles (marine operations, land operations and engineering services); property management roles; project management roles for large construction works; environment, health and safety; communications; port heritage.</li> <li>• Dublin Port is being developed in accordance with Masterplan 2040 to achieve two objectives: the doubling of port capacity by 2040 and the re-integration of Dublin Port with Dublin City.</li> </ul>

<b>Qualifications, experience &amp; required skills/expertise</b>	<ul style="list-style-type: none"> <li>• NFQ Level 8 (or equivalent) qualification in a relevant discipline.</li> <li>• Member of CIPD.</li> <li>• At least five years' experience in a comparable role and must be able to demonstrate a commitment to promoting and achieving workplace diversity and best practice.</li> <li>• Proven track record in maintaining relationships with and negotiating with Trade Unions.</li> <li>• Proven track record in participating and managing third party processes including with State agencies such as the WRC and with other third parties where required.</li> <li>• Numerate and clear thinking with a proven ability to report and present with precision verbally and in writing.</li> <li>• An ability to think strategically and to participate in the development of company plans and strategies.</li> <li>• An ability to analyse complex data and make informed and logical decisions.</li> </ul>
<b>DIMENSIONS</b>	
Talent Management	<ul style="list-style-type: none"> <li>• Workforce planning is essential to ensure maximum utilisation, efficiency and effectiveness of all DPC employees.</li> <li>• The organisation structure must be flexible to enable the company respond to the changing needs of its stakeholders.</li> <li>• A robust succession planning strategy is needed to ensure a healthy pipeline of talent for critical roles in the organisation.</li> <li>• Recruitment activity must be managed to ensure that the organisation can attract and select quality individuals with values that are aligned to DPC.</li> <li>• Benchmarking against other organisations within and outside the sector is essential.</li> </ul>
Organisation Capability	<ul style="list-style-type: none"> <li>• DPC must have the right skills and experience to deliver on its strategy through an up-to-date and relevant competency framework.</li> <li>• Performance development initiatives that engage managers and staff in honest and constructive performance conversations are essential.</li> <li>• Continuous professional development, relevant to the needs of the organisation, must be encouraged and promoted.</li> </ul>

Employee Relations	<ul style="list-style-type: none"> <li>• A full suite of best practice HR policies and procedures to support a safe and respectful work environment, compliant with employment legislation must be developed and maintained.</li> <li>• Constructive relationships with Trade Unions must be maintained as appropriate with a view to securing organisational performance and employee engagement.</li> <li>• The company must be compliant with employment law.</li> <li>• Management must be led effectively and supported on employee relations matters.</li> <li>• Mechanisms for staff communication and engagement are required across the organisation in order to foster positive and effective relationships with employees and their representatives.</li> <li>• Issues with individual employees must be dealt with in a compliant, confidential and respectful manner, allowing for due process and objective outcomes.</li> <li>• DPC's HR information systems must be fit for purpose and future proofed.</li> <li>• Opportunities for flexible working arrangements in such a way that benefit both the company and the employee should be identified and introduced.</li> <li>• HR information must be managed in compliance with all data protection legislation.</li> </ul>
Learning and Development	<ul style="list-style-type: none"> <li>• A learning and development strategy is required to upskill and develop staff</li> <li>• Managers need to be supported to identify and deliver local role-specific training requirements.</li> <li>• The impact of learning and development on the performance of the organisation must be routinely reviewed and evaluated.</li> </ul>
Promoting diversity in the workplace	<ul style="list-style-type: none"> <li>• It is important that attitudes supportive of diversity are encouraged and promoted in the company and that, over time, recruitment of new staff leads to greater diversity.</li> </ul>

Compensation and Benefits	<ul style="list-style-type: none"> <li>• Given the broad diversity of the company’s workforce, it is important that market rates for different roles are understood and that an appropriate relationship between payment levels in DPC and market rates is maintained.</li> <li>• It is important that appropriate role evaluation methodologies are maintained and applied consistently.</li> <li>• There is a large number of pensioners in the company’s historic DB pension scheme who must be paid.</li> <li>• A growing proportion of the workforce are members of the company’s DC pension scheme and this provides for age-related matching by the company of employee AVCs.</li> <li>• It is important that DC scheme members are facilitated in managing their pension assets and also that they are encouraged to maximise the benefits to them of making AVCs.</li> <li>• Sickness and leave entitlements must be tightly managed.</li> </ul>
<b>TOP ACCOUNTABILITIES</b>	
<ul style="list-style-type: none"> <li>• Ensuring that the company’s strategic objective to <i>employ the correct number of staff, with the skills required to perform the company’s core functions and paid at market rates</i> is achieved.</li> <li>• Maintaining a strong and collaborative relationship with Trade Unions.</li> <li>• Ensuring that employees and pensioners are paid accurately and on time.</li> <li>• Ensuring that employees who are members of the company’s DC scheme maximise the benefits available to them under the terms of the scheme particularly as regards AVCs and matching contributions by the company.</li> <li>• Ensuring that the HR function addresses staff grievances, under-performance or disciplinary matters in a speedy and effective manner and in line with company policies and HR best practice.</li> <li>• Achieving a more diverse workforce over time in terms of gender balance, sexual orientation, race and nationality.</li> <li>• Supporting managers in their management of people throughout the organisation and ensuring that HR and ER / IR issues are dealt with locally and effectively and in line with company policies.</li> <li>• Monitoring and reporting key HR metrics (including staff turnover rates, cost-per-hire, carry over of annual leave).</li> <li>• Ensuring that company-wide learning and development requirements are identified, resourced and delivered.</li> <li>• Structuring and managing recruitment processes to ensure that positions are filled by appropriately qualified and motivated people.</li> <li>• Ensuring that new staff are thoroughly inducted and introduced into their new working environment.</li> <li>• Ensuring that flexible working arrangements are designed and implemented such that both the company and the employee gain.</li> </ul> <p>Ensuring that absenteeism, sick leave and holiday entitlements are managed in accordance with company policies.</p>	

**BARRIERS TO SUCCESS IN ROLE**

- The company does not have the internal skills required to deliver Masterplan 2040.
- Key operational functions are either over-staffed or under-staffed.
- Rates of pay diverge from market norms.
- HR and ER / IR issues are not resolved speedily and locally.
- Relationships with Trade Unions are not professional and business-like.
- Absenteeism levels are high and out of line with comparable peer organisations.
- Policy in relation to the taking of annual leave is not observed across all parts of the organisation.