

ORGANIZATIONAL CONTEXT FOR THE ROLE OF MANAGER, HR STRATEGIES

The Belize Social Security Board (SSB) is a statutory body which exists to provide inclusive, fair and dependable coverage for its beneficiaries. At all times aiming to deliver a dynamic social insurance program which assures a guaranteed level of protection effectively, efficiently, and inclusively, SSB prides itself on being accountable and people centered. The dedicated, innovative, and trusted SSB team embodies both in-person and virtual service excellence, delivering relevant, resilient, sustainable, and dynamic social insurance protection, and, through financial prudence, ensuring that contributions are honored, and accurate and timely benefits are provided.

SSB recognizes that people are the single most important asset of the organization and are essential for the organization to continue to thrive and fulfil its purpose. Using both strategic and tactical approaches, SSB focuses on nurturing, sustaining, and strengthening its human capital, thus enabling the achievement of organizational priorities through the optimization of employee engagement, performance, and productivity throughout the employee life cycle.

ROLE PURPOSE

The Manager, HR Strategies, contributes to the improvement of organizational performance by formulating the workforce strategies which inform the functional processes necessary to meet organizational goals. Through the setting of best practices in the HR sphere, the Manager, HR Strategies, supports an effective people agenda for the organization.

ROLE SUMMARY

The Manager, HR Strategies, reports to the General Manager, Human Resources Services, and leads a team of HR professionals in developing and executing plans which ensure that HR policies, culture, and workforce programs and practices enable high performance and productivity. With a particular focus on performance management, employee engagement, recruitment, learning and development, and workforce productivity, the Manager, HR Strategies, adeptly balances and integrates employee and organizational interests and needs.

As a vital part of the Human Resources Services Management Team, the Manager, HR Strategies, provides leadership for the continuous improvement of HR policies, programs, and systems to ensure that the HR function delivers on the organization's strategic priorities.

KEY RESULTS AND RESPONSIBILITIES

1. *Continuous Performance Management:*

- a) Coach managers and supervisors in enhancing team productivity and engagement through effective performance management;
- b) Continually review the performance management program to improve support of individual employee development and achievement of overarching organizational goals;
- c) Develop and implement effective strategies for optimizing employee performance;
- d) Collaborate with senior leadership to build capacity for proactive performance management.

2. *Effective Recruitment:*

- a) Ensure that recruitment policy, standards, and guidelines are appropriate for the organizational needs;
- b) Oversee and continually improve a recruitment process which adheres to sound principles of fairness, transparency, and rigor;
- c) Monitor and continually review recruitment and selection activities to ensure they add value to the recruitment process and support recruitment goals;
- d) Continually analyze recruitment metrics in order to inform sound decision-making and process optimization.

3. *Active Employee Engagement:*

- a) Develop, implement, and continuously refine an employee engagement plan;
- b) Regularly measure employee engagement against set benchmark;

- c) Assess HR programs and activities for the extent to which they make employees feel valued, and make recommendations for changes where needed;
- d) Coach managers and supervisors in engagement approaches to people management.

4. *Optimized Learning and Development:*

- a) Develop, continually update, and promulgate a learning and development conceptual framework consistent with the desired organizational culture;
- b) Train and coach managers and supervisors in identifying employee learning and development needs and linking those needs to the organization's strategic priorities;
- c) Facilitate learning activities in the context of an annual training plan;
- d) Design and deliver training in specific skill development areas;
- e) Ensure that all training has a robust transfer of learning component.

5. *Agile HR Strategic Planning:*

- a) Contribute to the development and implementation of an HR strategy which supports the organization's strategic priorities;
- b) Advise HRS leadership on broad strategic HR program and planning issues and priorities;
- c) Analyze labour market trends, assess organizational capabilities, and plan for future HR needs;
- d) Serve as a connector for people, ideas, and resources to improve organizational performance;
- e) Set best practices for linking HR programs and activities to the organization's strategic goals.

6. *Policy Development:*

- a) Develop new policies and revise existing policies for the full range of the HR function;
- b) Provide policy advice to HRS leadership;
- c) Ensure continuous improvement of HR policies and systems consistent with current best practice, existing regulations, and the organization's core values;
- d) Actively educate staff on HR policies and guide their implementation.

7. *Sound Planning and Administration:*

- a) Lead the HR Strategies team to plan, develop, deliver, and continuously improve comprehensive and professional service that meets organizational and employee needs;
- b) Prepare and monitor annual HRS Learning and Development budget;
- c) Serve as a planning resource for the entire HRS division;
- d) Prepare procedural manuals as necessary to support department operations;
- e) Allocate human and material resources to meet work demands and priorities, continuously monitoring resource use and deployment and reprioritizing and reallocating as necessary;
- f) Plan and direct the effective administration of all day-to-day operations of the HR Strategies department.

ROLE REQUIREMENTS

Minimum Education and Experience:

Bachelor's Degree in Human Resources Management, Human Resources Development or other closely related discipline, with five (5) years supervisory experience, preferably in Human Resources.

Specialist certification in one or more Human Resources areas of specialization would be an asset.

Skills, Abilities, Expertise and Knowledge:

1. High level of integrity in professional relationships and behaviors.
2. Understanding of how to analyze data to guide strategic HR decision-making.
3. Familiarity with HR technology.
4. Deep familiarity with planning processes and models.
5. Knowledge of instructional design.

COMPETENCY MODEL

Proficiency Scale				
Level 1 Introductory	Level 2 Basic	Level 3 Proficient	Level 4 Mastery	Level 5 Specialist/Authority
Minimal demonstration of behaviors related to the competency.	Demonstration of behaviors related to the competency indicates potential for growth.	Demonstration of behaviors related to the competency indicates adequate strength to fully perform job role.	Demonstration of behaviors related to the competency definitively indicates a high level of development.	Demonstration of behaviors related to the competency indicates a very high level of development and serves as a role model for others.
Summary of Competencies				
Competency Type	Competency Name	Definition		Minimum Level
CORE	Strategic Mindset	The ability to accurately perceive and understand the big picture, seeing ahead to future possibilities and translating them into breakthrough strategies in the present		Level 3
	Developing Talent	Developing people to meet both their career goals and the organization’s goals		Level 3
	Valuing Diversity	Cultivating an inclusive workplace where diversity and individual differences are respected, valued, and leveraged to achieve the mission and vision of the organization.		Level 3
	Integrity	Upholding the core values of the organization by consistently doing and saying what is right, honest, fair, and ethical.		Level 3
	Empowering and Enabling Others	The ability to create and sustain an enabling and empowering environment that assists others to acquire and demonstrate capability, realize, and develop their full potential and increase their contribution to organizational success.		Level 3
	Cultivating Innovation	Creating the conditions and work environment that encourages and facilitates others to identify and implement new and better ways for the organization to be successful.		Level 3
	Change Leadership	The ability to influence employees to engage in change and navigate the journey together from the current state to the desired future state		
	Engagement	Creating a climate where people are motivated to give their best to help the organization achieve its goals and objectives.		Level 3
FUNCTIONAL	Operational Alignment	The ability to accurately perceive the impact and implication of organizational priorities and strategic objectives on the functions, programs, operations, and services of SSB and successfully develop, manage, and execute tactical and operational plans and actions that enable the achievement of key result areas.		Level 3
	Performance Management Programming	Enabling others to strengthen their confidence, capacity, capability, and confidence in managing performance by employing strategies and tactics to help teams achieve greater effectiveness and success in their current roles and to prepare them for future roles.		Level 3
	Relationship Management	The ability to build and maintain relationships, manage interactions, and manage conflict while supporting the organization.		Level 3
	Learning and Development	Identifying and providing employees with the learning activities that enhance their knowledge, skills, abilities, and competencies to meet the organization’s business needs.		Level 3
TECHNICAL	Workforce Management	Developing initiatives that allow the organization to meet its talent needs and close critical gaps in competencies.		Level 3
	HR Strategic Planning	Developing, implementing, and managing the strategic direction required to achieve organizational success and create value for stakeholders.		Level 3

	Employee Engagement and Retention	Developing and evaluating activities and programs to retain high-performing talent, solidify and improve the relationship between employees and the organization, create a thriving and energized workforce, and crafting effective strategies to address appropriate performance expectations from employees at all levels.	Level 3
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Please refer to the attached Competency Model for the role of Manager, HR Strategies.

EFFORT AND WORKING CONDITIONS

Intellectual Effort

1. Analysis and synthesis to facilitate the resolution of complex human resources management issues;
2. Use of judgement and initiative in the application of established HR policies, procedures, and standards;
3. Continuous engagement in formal and informal learning to expand knowledge of and maintain currency in the application of HR theories, both for self and for the HRS team;
4. Creation and promotion of avenues to deepen understanding of the mission and the role, functions, purpose, and value of the Human Resources Services Division to the wider organization;
5. Development of approaches to assess and measure results and impact and address shortcomings.

Working Conditions

1. The work is primarily performed in an office environment where applicable occupational health and safety considerations are addressed.
2. Travel outside the office environment is required at times.
3. There will very likely be exposure to confrontational situations, particularly when negotiating and managing disputes in which conflicting expectations are difficult to resolve.
4. Tight time constraints for providing recommendations and information and for developing responses to issues will not be unlikely.