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**TERMS OF REFERENCE**

*Senior Human Resources Manager*

Date: 29 May 2025

**1. Background**

1.1 The island of St Helena is an internally self-governing Overseas Territory of the United Kingdom located in the South Atlantic approximately 4,000 miles from the UK. The Government comprises a Governor (who is appointed by the Crown), a Chief Minister an Executive Council, which has the general control and direction of Government, and a Legislative Council. The Governor retains responsibility for internal security, external affairs, defence, the public service, the administration of justice and finance.

* 1. The island’s population is around 4,100 and it has a typical small island economy with a high import dependency, a narrow economic base, a large public sector (total establishment of 902 at August 2024), and significant outward labour migration. St Helena receives UK Government financial assistance to support recurrent and capital expenditure as part of their obligation to ensure that the reasonable needs of the population are met.

1.3 The St Helena Government Strategy for St Helena captures the following National Goals:

**Altogether Safer**

**Altogether Healthier**

**Altogether Better for Children and Young People**

**Altogether Greener**

**Altogether Wealthier**

**Effective Infrastructure**

**Effective, efficient and accountable Public Sector**

The plan will improve joined up thinking, focus, and crucially reflect the views of the community. This can be found here: <https://www.sainthelena.gov.sh/wp-content/uploads/2022/05/SHG-Strategy-2022-2025-FINAL.pdf>

**Our Vision:**

St Helena – a great place to live, learn, work, visit and invest.

**Our Mission:**

Improve the lives of all within our community and help the island thrive.

**Our Values:**

**F**AIRNESS - We act as role models and have fair and consistent standards. We champion equality, inclusion and respect.

**I**NTEGRITY - We communicate openly and we are honest, accountable and ethical.

**T**EAMWORK - We work together and we support each other.

1.4 Commercial flights to St Helena commenced on 14 October 2017. It is hoped that the tourism activity resulting from this will significantly enhance St Helena’s economic prospects and have a positive impact on the island community, bringing a period of accelerated social and economic change. Achievement of Government’s Goals and Strategic Objectives will require sound management and transformation of the Public Service to make it a professional, modern, and flexible organisation able to initiate and respond to change.

1.5 There are five Portfolios, each led by a Portfolio Director, reporting to the Chief Secretary who is the Head of the Public Service. The Portfolios are: Economic Development; Education, Skills and Employment; Health and Social Care; Environment Natural Resources and Planning; and Safety, Security and Home Affairs. There is also a Central Support Service led by the Deputy Chief Secretary which provides support to all areas of the Public Service, as well as the Executive and Legislative Councils. The Treasury is led by the Deputy Financial Secretary.

1.6 The Central Services Portfolio provides support to the five Public Service Portfolio Directorates as well as the Executive and Legislative Councils and to provide services to the Public. Our Services include ICT, Administration, Internal & External Communications, Statistics, HR & Organisational Development, Transport, Information Management (including the activities of the SHG Archives service), Risk Management and Policy and Planning.The organisational chart is shown at the end of this document.

1.7 The Island has entered an exciting phase in its development. To help us achieve the Ministerial Agenda we are seeking a talented Senior Human Resources practitioner, with experienced gained at senior level within large / complex organisations. Ideally with local authority or government background.

1.8 This role is funded by UK Government as the skills required are not currently available on the Island. Officers employed through this ‘Technical Co-operation (TC) Programme’ are expected to share their knowledge and skills beyond the workplace to ensure their time on St Helena has the broadest benefit. It is important that you have the right values and attitude and that you are motivated by wanting to make a difference and contribute to our small island community. You will need to be adaptable, be sensitive to the local context and challenges, and have the ability to take joy from the simple things in life. This is an excellent opportunity to support, contribute and give back to the island whilst also enjoying the unique lifestyle opportunities the island can offer you.

**2. Key Objectives**

2.1 The overall objectives of the post during the contractual period are as follows:

* Reporting to the Head of HR and OD, to work for up to 12 months, to provide on-island senior level HR leadership for a busy, complex HR workload, in a diverse public service organisation.
* Ability to lead qualified HR professionals and provide expert guidance, advice and information to ensure both day-to-day, complex employee relations and strategic people-related matters are dealt with efficiently, effectively and in compliance with St Helena legislation, policy and practice.
* An experienced practitioner with the ability to engage and communicate effectively, motivate and develop the HR team, and provide trusted advice and reassurance to Senior Leaders in all people-related matters.

2.2 A key objective for all the roles funded through the TC Programme is Capacity Development. Capacity Development is defined by the Public Service as:

* Developing specific job related technical skills and knowledge in an individual or across teams or groups.
* Enhancing knowledge, skills and abilities of individuals, teams and the Public Service as a whole.
* Supporting the improvement of overall Public Service performance.
* Enhancing knowledge, skills and abilities of individuals within the private sector and wider community.
* Supporting the development of the island (including voluntary work) which may be unrelated to your substantive role.

You may be directly involved in succession planning and if so you would be required to:

* Participate in the performance management process and identify solution for filling skill/capacity gaps.
* Facilitate continuing professional development for direct reports and the wider team as necessary.
* Develop succession plans, or contribute to succession planning for staff within the section.

You can contribute to the development of the workforce even if you don’t have direct reports or a designate or successor for your role. You can also add value and support a range of projects through other activities including volunteering.

It is important that officers funded by the TC Programme collect and report on what they are doing to develop the workforce, in their section, in their Portfolio, across the Public Service and in some cases wider into the Private Sector. It is also important that the Public Service can report on the added value officers bring to the Island through supporting projects or volunteering.

Capturing the added value and capacity development that officers funded by the TC Programme undertake, as well as the collective impact these officers make to St Helena, is imperative as the Public Service relies on UK Government funding for these roles.

Throughout your employment you will be required to complete a Capacity Development Record to help the Public Service capture all of this information. Thinking about all you can do to support the development of people, services and St Helena should be an integral part of your time here.

**3. Support to National Goals and Strategic Objectives**

The post holder will indirectly support the achievement of all goals and objectives but will directly support the following:

|  |  |  |
| --- | --- | --- |
| **NATIONAL GOAL** | **STRATEGIC OBJECTIVE** | **DEPARTMENTAL OBJECTIVE** |
| **Altogether better for children and young people** | Address skills gaps by valuing the local workforce and attracting, growing and retaining the working age population | Address the skills gaps by implementing policies to attract, grow and retain the working age population. |
|  | Strengthen public service governance and organisational structures | Improve the experience of our customers and employees, identify efficiencies and better ways of working, and position ourselves to meet challenges. |
|  |  | Support the development of the Public Service through the delivery of an effective People Strategy |

**4. Outputs, Timing and Reporting**

1. The *Senior Human Resources Manager* shall provide to the *Head of Human Resources & Organisational Development*, *quarterly* reports on progress. These reports should cover the outputs, and key performance indicators agreed with *Head of Human Resources & Organisational Development.* These should be agreed not more than three months after arrival on Island.
2. A Capacity Development Record should be kept by the postholder for the duration of their contract. This will be reviewed as part of the six-month probation review, annually as part of the appraisal process and at the end of contract review.
3. The post will be for *one* year. Performance will be measured with respect to the Section and Portfolios overall performance in service delivery and increases in operational effectiveness and efficiency. The Capacity Development Record will be a key document for measuring performance. A probationary period of 6 months will apply.
4. The *Senior Human Resources Manager* will report directly to the *Head of Human Resources & Organisational Development.*

**5. Organisational Structure**

