CANDIDATE BRIEF

APPOINTMENT OF HR MANAGER

JULY 2018

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WELCOME FROM PEMBROKE REFINERY'S HR DIRECTOR

Dear Candidate

Thank you for your interest in seeking information about this appointment. I hope that the challenge of the role and the exceptional environment in which you would be operating stimulate your interest and persuade you to apply.

The current incumbent of this position, Ricky Cook, has been at the Refinery for over 30 years and will shortly be taking a well earned retirement. We are now searching for a new HR Manager to take up the challenge when Ricky retires – someone with the drive, enthusiasm and imagination to help lead the organisation forward and tackle the issues which confront us on a daily basis.

You will be joining us at a time of major investment in the Pembroke refinery and our focus will be on understanding and absorbing change, whilst continuing to support the business with the high degree of professional advocacy expected from us.

I look forward to hearing from you

Yours faithfully

Denise Hicks
HR Director – Pembroke Refinery

HOW TO APPLY:

You are invited to send your full CV together with a covering letter.

Your covering letter should draw on your experience and demonstrate that you possess the core qualities as outlined in the job description and person specification. You should also explain your personal motivation for applying.

All applicants will be informed in writing of the outcome of their application.

Applicants shortlisted for initial interview will be invited to a preliminary discussion to be held during July / early August, followed by a further meeting at Valero towards the end August.

Preliminary discussions can be held in central London, South Wales or the North West.

For an informal discussion, including any queries you may have about the selection process, please call Andrew de Lewandowicz on 01948 667110

E-mailed applications (which are preferred) should be sent to:

adl@ashsearch.com

If replying by post, you should mark your letter 'Private & Confidential' and address it to:

Andrew de Lewandowicz
Director

ASH Search & Selection
PO Box 34
Whitchurch
Shropshire
SY13 1WF

The closing date for all applications will be Friday, 27th July 2018.

SCOPE AND DIMENSIONS

BACKGROUND

Valero Energy Corporation is the world's largest independent oil refiner and through its subsidiaries, is an international manufacturer and marketer of transportation fuels and other petrochemical products.

Valero, a Fortune 50 company based in San Antonio, Texas, with approximately 10,000 employees, is an independent petroleum refiner and ethanol producer, whose assets include 15 petroleum refineries with a combined throughput capacity of approximately 3.1 million barrels per day and 11 ethanol plants with a combined production capacity of 1.4 billion gallons per year.

The petroleum refineries are located in the United States (U.S.), Canada and the United Kingdom (U.K.), and the ethanol plants are located in the Mid-Continent region of the U.S. In addition, Valero owns the 2 percent general partner interest and a majority limited partner interest in Valero Energy Partners LP, a midstream master limited partnership.

Valero sells its products in both the wholesale rack and bulk markets, and approximately 7,400 outlets carry Valero's brand names in the U.S., Canada, the U.K. and Ireland.

PEMBROKE REFINERY

Valero acquired Pembroke refinery in South West Wales in 2011, marking Valero's entry into the European refining market.

Opened in 1964, the refinery is one of the largest and most complex refineries in Western Europe with a total throughput capacity of 270,000 barrels per day.

From Pembroke, Valero supplies energy products to the world - including gasoline, diesel fuel, kerosene, liquefied petroleum gas (LPG) and petrochemical feedstocks.

About 44 percent of Pembroke's products are gasolines, including ultra-low sulphur gasoline, and about 40 percent of products are distillates. Upgrades and installation of special equipment over the years have boosted the plant's complexity and ability to process difficult crudes, such as acidic, heavy crude.

THE ROLE AND PERSON SPECIFICATION:

THE ROLE:

The appointee will report to the Refinery HR Director and will play an instrumental role in supporting business capability and capacity; providing expert support and guidance as a senior, generalist HR professional in areas including employee and labour relations, organisational development, recruitment, performance management, workforce and succession planning.

He or she will be fully accountable for leading on the formulation of a Labour Relations strategy to support the business as it seeks to deliver enhanced revenue, profits and future growth internationally.

The HR Manager will have a very important role to play in supporting the HR Director and your client groups. First and foremost, you will work with business leaders to establish short and long term goals to drive business success, emphasize the people agenda and employee advocacy. Secondly, it will be your responsibility to ensure an efficient and effective labour relations strategy and that the organisation's principles and values are properly integrated into, and observed across, operating policies and practices.

You will be working closely with the Refinery HR Director, General Manager and leadership team, helping shape the overall people strategy and building strategic and tactical HR services for the business.

You will provide commercial and solutions-focused HR support to the business, ensuring that we comply with best practice. This means that alongside your strategic input, you will have responsibility for providing HR support, and developing HR processes and reporting structures.

KEY OBJECTIVES AND RESPONSIBILITIES:

- Managing the labour relations activities for Pembroke Refinery, Ireland and East Midlands terminal
- Leads Union negotiations on behalf of the Company
- Technical Expert in labour relation matters and how they might impact the business
- Advises the business in how to proceed on Labour relation matters
- Provide advice on all labour relations matters, especially issues arising in connection with legislation
- Lead and counsel on all aspects of labour relations
- Responsible for the Refinery Facilities Management teams
- Participate with line management in planning, developing and establishing policies for Pembroke Plant
- Liaise with line management in the evaluation of key measures of departmental performance to ensure Refinery targets are achieved in the most effective manner
- Use of Performance Management Process and development discussions to agree targets and standards with team members which support the achievement of the organisation' objectives
- Direct, control and motivate junior members of the department in diverse activities to achieve agreed goals
- Plan with team members work schedules and resource requirements to ensure that team targets will be reached and exceeded
- Conduct individual reviews of performance to agree areas for improvement and personal development plans
- Attract, retain and develop employees to maximise their individual contribution and the effectiveness of the Refinery teams' performance for the overall benefit of the business
- Optimise the use of all available resources to continually review and develop the Refinery's structure to ensure all targets are achieved.
- Liaise with HR and LR teams across the region to ensure consistency of approach across UK and Ireland
- Establish and maintain effective working relationships with a number of outside organisations for Company benefit
- Drive consistency for employees by aligning value propositions, professional standards and key processes
- Align HR outcomes with business objectives; establishing key metrics, whilst driving behaviours and values
- Establish HR KPIs as a way to measure quality of service delivery and improve decision making
- Drive an internal communications strategy which is consistent, well planned and supports the business
- Effectively control the HR budget

PERSON SPECIFICATION

This is a key role in the provision of a first class HR service and accordingly, we're looking for someone with significant experience as an HR/ LR generalist or Employment Law practitioner. You will have practical experience of consultation, restructuring and TUPE as well as a good understanding of employment law. Experience in a large, dynamic organisation is desirable.

Alongside your technical expertise, you will need excellent people management and communication skills. You will be engaging with a wide range of senior stakeholders so you need to demonstrate superior influencing ability. This is an exciting role in an established HR team and you will need to be resourceful, resilient and willing to tackle new challenges in a fast-paced environment.

Key Experience

Managing employee / Labour Relations - knowledge and understanding of geography specific policies and legal requirements in the fields of labour law including unions and regulation compliance.

Resourcing - knowledge and application of policies, processes and best practices for attracting and selecting the right person, at the right time, for the right position internally or externally. Exit employees in line with company talent strategy

Rewarding - knowledge and application of policies, processes and best practices for employee compensation and reward in line with company strategy and being competitive with market demands

Developing People - provide leadership tools to continuously improve individual competencies, develop effective teams and motivate improved performance through career and succession planning and performance management processes and strategies. Help identify the many opportunities for professional growth within the organisation to accomplish future business plans

Developing and Changing Organisation - support the creation and design of a new organisation or the development of an existing one. Be able to provide a structured approach to transitioning individuals, teams, and organisations from a current state to a desired future state to ensure organisational capabilities are in alignment with business strategy

Workforce Planning - support the business' short and long term demands, through workforce planning and demographics (gender, age, education, professional experience, seniority) by analysing and understanding trends, constraints and opportunities to complement operational and strategic decisions in the business and functional areas

Understanding Others - is able to analyse and address the employees' behaviours and team dynamics and bring this aspect into management discussions and business decisions

Characteristics

- An experienced and established HR/ employment law generalist with a track record of leading a function or ready to step up into a leading role
- A strong track record of creating and implementing best practice HR processes, policies and systems to deliver effective and consistent growth
- Experience of contributing to the business and strategic agenda, and supporting an organisation during a period of change
- An exceptional communicator with demonstrable experience of forging highly effective relationships, influencing and coaching, and able to quickly gain the respect of others
- Comfortable working in a complex, challenging environment. Candidates will need to be self-confident, displaying a robust, professional approach whilst also exhibiting a high degree of emotional intelligence
- Adaptable, visible, pragmatic and highly capable of working with ambiguity
- Sufficient gravitas, customer-focused, results oriented and experience of driving change and developing ideas
- Demonstrable track record and breadth of experience to be a credible leader for colleagues within the organisation and the HR team

Personal skills/values required

Leadership Competencies:	*Personal Competencies:*
Takes responsibility and accountability	Integrity and honesty
Proven leadership skills and experience	Organisation and planning
Gravitas and team working approach	Follows through on commitments
Recognised for treating people with respect	Strategic thinking/visioning
Demonstrates efficiency of execution	Proactive/ takes initiative
Flexibility and adaptability	Strong communication and relationship building skills
Creates network of talented people	Challenges others and reacts well to being challenged

APPOINTMENT SCHEDULE

It is expected that the short listing process will take place during July / August with the expectation that an appointment will be made during August / September.

EQUAL OPPORTUNITY

Valero has a commitment to equality of opportunity in all areas of its work. All applicants will be treated in a fair and equal manner and in accordance with the law regardless of gender, marital status, race, religion, colour, age, disability or sexual orientation.

Valero will not discriminate in any area of employment, or in the provision of its services and accepts its responsibilities to comply with all relevant legislation including the Sex Discrimination Acts 1975 and 1986, the Equal Pay Act 1970, the Race Relations Act 1976, the Disability Discrimination Act 1995, and the Rehabilitation of Offenders Act 1975.

PRE-EMPLOYMENT CHECKS

The successful candidate will be subject to the satisfactory completion of pre-employment enquiries, which will include both a medical and references.