

# Role Profile

## Head of Human Resources

### Role Details:

<b>Department:</b>	Finance & Resources	<b>Team:</b>	HR
<b>Reports to:</b>	Director of Finance & Resources	<b>Responsible for:</b>	No direct reports
<b>Contract:</b>	Permanent	<b>Hours:</b>	Full-time (35 hours)
<b>Salary Range<sup>1</sup>:</b> (+ London weighting if eligible)	£47k-£52k	<b>Salary Band:</b>	D
<b>Base Location:</b> (London, Belfast, Cardiff, Glasgow or remote)	Can be based in any of our four offices or from home. Occasional travel to London to meet the F&R team will be required.	<b>DBS Check Required?</b>	Yes
<b>Budget Holder?</b>	Yes	<b>Policy Owner?</b>	Yes – all HR policies

### Core Purpose:

The Head of HR will own the HR function, collaborating with the Senior Leadership Team and people managers across the organisation (c.100-120 employees) to develop and embed policies and processes and support us to be the best organisation that we can be.

### Primary Objectives:

- Strengthen the fundamentals:** Ensure our systems and processes are enabling us to be the best organisation we can be, reviewing and improving our use of technology to ensure our HR administration is effective, efficient and compliant.
- Take ownership of our policies:** Draft, review and update all HR policies, ensuring they reflect employment law and best practice, align with our commitments to equity, diversity and inclusion, and reflect our values and culture
- Strengthen our recruitment:** Oversee all recruitment across the organisation, ensuring we attract a diverse pool of talented candidates and maintain consistency of practice
- Drive employee engagement and retention:** Collaborating with colleagues across the organisation, lead initiatives to help us develop a culture where all colleagues feel valued and motivated
- Partner with senior leaders and line managers:** Act as a trusted partner, coaching colleagues to improve line management practice and guiding senior leaders to understand and enhance our culture

### Responsibilities:

<sup>1</sup> Please note our policy is to offer at the bottom of the salary band for new starters.

1. **Strengthen the fundamentals:** Ensure our systems and processes are enabling us to be the best organisation we can be, reviewing and improving our use of technology to ensure our HR administration is effective, efficient and compliant.
  - Ensure all aspects of HR practice at TFN are in line with legal and regulatory requirements including employment law, safeguarding, and data protection
  - Lead the development and implementation of lean HR processes, identifying areas for improvement and opportunities for the better use of technology
  - Act as point of contact for the HR system, working with the supplier and the Head of IT and Facilities to ensure it is the best solution for the organisation, and arranging guidance and training to all users as needed to maximise its usage
  - Ensure accurate record-keeping that complies with GDPR
  - Develop our HR reporting capabilities to enable Directors, Assistant Directors and Heads of Team to take a holistic view of their teams, and take action as required
  - Develop new reports for the Senior Leadership Team and Board of Trustees on a range of HR metrics
  - Own the HR budget and lead the relationship with all HR suppliers and consultants
  - Lead the HR contribution to annual planning and budgeting
2. **Take ownership of our policies:** Draft, review and update all HR policies, ensuring they reflect employment law and best practice, align with our commitments to equity, diversity and inclusion, and reflect our values and culture
  - Regularly review and update TFN policies ensuring they use clear and accessible language and meet business needs, and writing new policies as required.
  - Work with the Director of Finance & Resources to ensure updated policies progress through governance approval cycles as required, partnering with the Union and internal working groups as required
  - Liaise with senior leaders and line managers to enable the implementation of all policies and processes, and promote consistency across the organisation
  - Monitor developments in the sector to ensure TFN is keeping up with best practice
3. **Strengthen our recruitment:** Oversee all recruitment across the organisation, ensuring we attract a diverse pool of talented candidates and maintain consistency of practice
  - Review and develop our recruitment process, making use of technology and social media to amplify our voice, and improve candidate quality
  - Work with the Marketing & Communications team to ensure all our external marketing activity and our recruitment work are mutually reinforcing in building a cohesive brand
  - Ensure our recruitment process is accessible and inclusive, in line with our equality, diversity and inclusion commitments.
  - Ensure all references and employment checks are completed for each new starter, in line with our Safer Recruitment policy.
4. **Drive employee engagement and retention:** Collaborating with colleagues across the organisation, lead initiatives to help us develop a culture where all colleagues feel valued and motivated
  - Partner with the Head of Learning & Development to ensure robust induction processes to welcome employees into the organisation and give them the best possible start.
  - Coach and train line managers to ensure consistent application of policies, and effective management of change to promote a consistent employee experience
  - Partner with the Head of Learning & Development to explore bringing apprentices into TFN to provide new opportunities for care leavers, ensuring the right support is put in place to provide a mutually beneficial experience for the apprentices and the organisation

- Lead our implementation of the Disability Confident Employer scheme, the Care Leavers Charter, and the Black Care Leavers Covenant and work with the Equal Focus group regarding the Workforce Racial Equality Standards.
- Partner with the Senior Leadership Team to introduce staff surveys and broaden our feedback mechanisms to gather greater insight into employee experience and engagement. Use this insight to develop an Engagement Strategy.

5. **Partner with senior leaders and line managers:** Act as a trusted partner, coaching colleagues to improve line management practice and guiding senior leaders to understand and enhance our culture

- Develop and maintain a clear understanding of the organisation to enable translation of organisational strategy into HR work
- Build strong relationships with colleagues across the business to ensure mutual accountability so that HR is enabling colleagues to achieve their objectives and the wider organisation is complying with HR policies and processes
- Act as a role model for TFN values and all people policies, upholding the highest levels of integrity and confidentiality
- Coach line managers in addressing issues of capability, attendance and conduct, to reduce the likelihood of formal action being required
- Ensure the robust case management of all performance, conduct, attendance etc issues providing challenge and support to line managers to ensure that matters are dealt with promptly, properly and professionally
- Support Directors and the CEO in the implementation of various activities across the financial year including the annual pay review and performance review process

6. **Team Working:**

- Deputise for the Director of Finance & Resources as required
- Work closely with the Finance & Resources team to ensure that plans and priorities align with wider organisational plans and strategies
- Effectively represent the team and actively contribute at internal meetings and external events.
- Understand and adhere to The Fostering Network’s policies and practices
- Engage with and demonstrate commitment to The Fostering Network’s mission, vision, values and strategy
- Proactively engage with the performance development approach, taking responsibility for seeking appropriate development opportunities and taking part in learning.
- Take a relationship-based approach to your work, understanding that creating positive relationships with our internal and external stakeholders is central to achieving our objectives
- Undertake any other duties appropriate to the level in accordance with agreed procedures and guidelines.

## Main Stakeholders

In addition to their immediate team, this role-holder will particularly work with:

Internal	External
Head of Learning & Development Senior Leadership Team Assistant Directors Heads of Team People Managers Equal Focus Group Safeguarding Oversight Reference Group Trade Union	External suppliers (HR system provider, benefits providers etc.) Charity HR networks

## What we're looking for:

### Essential Knowledge, Experience & Qualifications

- Chartered Member of CIPD and qualified to minimum level 5
- Extensive experience in HR Manager or Head of HR roles
- Significant employee relations experience and able to demonstrate the development of productive relationships with employee and trade union representatives
- Experience of utilising HR systems to improve the employee experience and provide insightful management reports
- Sound knowledge and application of UK wide employment law and best practice
- A 'thinker and a do-er' with experience of developing and delivering successful HR strategies, action plans, policies and initiatives
- Experience of facilitating and delivering successful organisational, managerial and cultural change

### Essential Skills & Attitudes

- Excellent interpersonal skills, with the ability to build effective working relationships and establish credibility with people at all levels
- Effective communication and influencing skills
- Proactive, with excellent organisational skills and the ability to work autonomously
- Demonstrable analytic and numeric skills, with an ability to deliver reports and undertake research to support new projects or initiatives
- Commitment to maintaining the confidentiality of information held by The Fostering Network
- Commitment to Equality, Diversity and Inclusion
- Commitment to The Fostering Network's mission, vision and values

### Desirable

- Care experienced and/or lived experience of foster care
- Experience of introducing apprenticeships into an organisation
- Experience of leading an HR function in a grant-funded organisation
- Project management experience