

THINK
AHEAD

Head of People and Culture Job Pack

June 2024

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Think Ahead
Social Worker

Head of People and Culture: Job Pack

Applying to Think Ahead

Thank you for downloading this information pack. We're delighted you're interested in joining us as the Head of People and Culture.

This pack contains all the information you will need to apply, including:

- The job overview and person specification.
- Timelines and information on how to apply.
- The legal bits, including our terms and conditions.

You'll find our head office careers site also has useful information for you, such as advice on how to complete your application, the application process, and FAQs. To view our careers site, please visit <https://www.work-for-thinkahead.org/>.

The deadline for this application is **midnight on 19 July 2024**, and we cannot accept any late applications. Please apply here: <https://www.work-for-thinkahead.org/vacancies>.

Equality, diversity and inclusion

Improving our diversity and inclusion is a priority focus for us, and we are actively seeking candidates from a wide range of backgrounds. We are committed to flexible working and will consider a range of options for the successful applicant to fill this post (these can be discussed at interview stage).

We are also a disability confident committed employer and encourage applicants with disabilities. Please let us know how we can make the recruitment process more accessible for you by emailing hr@thinkahead.org. Please also let us know if you would like us to send you the job pack in a different file format.

Optional touchpoints

We appreciate it can be helpful to ask a few questions before applying for a new job. If you would like to discuss this role informally before applying, please contact Bhanu at hr@thinkahead.org to schedule this in.

Meanwhile, we do our best to update you on your progress as promptly as possible and are happy to share feedback to shortlisted candidates. We usually receive a lot of applications for our positions and cannot therefore provide feedback unless you are seen at interview.

I wish you every success with your application and thank you again for your interest in Think Ahead.

Good luck,



Douglas Ridley
Finance and Operations Director

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About Think Ahead

Everything we do at Think Ahead is guided by our vision for a society where everyone with mental health problems can live fulfilling lives. Our organisation is passionately committed to training talented people into the mental health workforce. Our flagship programme has put mental health social work on the map as a career of choice, helping nearly 1000 people to enter the profession. Just as important has been our work to partner with NHS mental health trusts and local authorities across the country, lending much-needed emphasis to the social factors in people's lives that impact on their mental health.

For more information on what we do, please visit <https://thinkahead.org/>.

Our vision

A thriving mental health workforce able to support people to live the life they want.

We believe

To ensure people with mental health problems are empowered to live the life they want and deserve, the workforce who support them must also be thriving.

Our approach

People with mental health problems need a response that seeks to understand and can support social factors in their lives, from employment to relationships to housing. That is why we advocate for a social approach to mental health provision.

Our mission

We recruit, train, and promote the mental health workforce ensuring the right professionals can deliver the right support to people with mental health problems at the right time.

Our Values

We put our values at the heart of everything by being:

- **Inspirational** - We set ambitious goals, and we attract and lead others to achieve our vision.
- **Inclusive** - We respect everyone, build networks, and act in partnership.
- **Genuine** - We are honest with others, we seek feedback, and we reflect on ourselves.
- **Determined** - We stay on course, we set the right pace, and we don't give up.
- **Effective** - We use evidence and innovation to find what works and get things done.

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Our benefits

Office & Travelling in

- Bright, modern & airy office space in Chancery Lane, with in-house café.
- Free tea and coffee.
- Free weekly fruit delivery.
- Cycle-to-work scheme and interest free bike loans.
- Interest free season ticket loans.

Pay and Pension

- Transparent pay structure.
- Auto-enrolment in our Aviva pension scheme.
- Up to 7% employer contributions dependent on matched contribution from employee.
- Ability to opt out if you'd prefer not to have a pension at all.

Flexible Working

- Hybrid working environment, with roughly 2 days in office and option to work from home rest of the week.
- Flexibility around our core hours of 10am and 4pm.
- We provide you with the necessary equipment needed to work comfortably at home and on the move.

Induction, Training and Development

- Access to training platform with 50 different courses that can be completed.
- Generous training policy including ability to apply for funding for relevant training and development programmes.
- Sponsorship of professional memberships relevant for the role (e.g. CIPD).
- Up to 5 days (matched) study leave for training and development.

Holidays and Time-Off

- 28 days leave + UK bank holidays (pro-rata for part-time staff).
- An extra day's leave (pro-rata for part-time staff) after 3 years.
- Office closure between Christmas Eve and New Year's Day, given to staff in addition to their annual leave entitlement (pro-rata for part-time staff).
- Ability to carry over 5 days leave to the next holiday year.
- Support for external volunteering including, 2 volunteering days and ability to work flexibly to accommodate daytime meetings.

Community and Wellbeing

- Wellbeing action group to support employee wellbeing.
- Regular team socials (remote and in-person), with bi-annual staff away days.
- Access to an employee assistance programme.
- Book club every 2 months.

Health

- Free eye-test every 2 years and contribution towards cost of any glasses or contact lenses required due to work.
- Generous paid sick leave based on service.
- Access to mental health first aiders.
- Free Flu vaccine every year (to be arranged by staff member and then reimbursed).

Family Life and Work

- Enhanced Occupational Maternity, Adoption, and Shared Parental leave policies and time off for IVF/fertility appointments.
- Flexible working options to support those with caring responsibilities.

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Role details

Role title	Head of People and Culture
Accountable to	Director of Finance and Operations with dotted line to Chief Executive
Salary	Circa £50,000 pa
Contract type	Permanent, full-time (open to discussion about flexible working options and/or part-time)
Location	Hybrid Think Ahead works flexibly, enabling staff to work from home frequently. Our offices are based in Chancery Lane/Farringdon area and staff are expected to come in 1-2 times per week and as needed for in-person meetings.
Start date	To be confirmed

Application timeline

- Applications close midnight on **19 July 2024**.
- Candidates will be notified by **24 July 2024** whether they have been shortlisted for an interview.
- First round interviews will take place on **31 July 2024**.
- Second round interviews may take place shortly after.

About the role

The Head of People and Culture is responsible for the management and co-ordination of the HR function at Think Ahead. The role oversees the development and delivery of HR systems, processes, advice, improvements and efficiencies, providing an HR business partner approach to the operational teams and the Senior Leadership Team (SLT) whilst working towards organisational objectives, including our commitments to Equity, Equality, Diversity and Inclusion.

The Head of People and Culture is part of the Finance and Operations team for day-to-day line management and reports to the Chief Executive on key strategic objectives. They will work closely with the Senior Leadership Team, attending SLT meetings frequently to provide expert input and reporting on HR issues, data, performance indicators, development opportunities and trends.

The Think Ahead team works in a dynamic way, and the role holder will be required to take responsibility for and support key priorities and projects across the organisation. This means that your personal objectives and experiences are likely to vary over time. But the core areas of responsibility for this role will always include:

Job Description

Leadership and Management

- Contribute to the development and implementation of strategic HR initiatives that support Think Ahead's business objectives and growth plans whilst creating positive sustainable change.

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- Promote Think Ahead's values and mission, ensuring employees have the means to contribute and that their voices are heard.
- Lead and champion diversity, inclusion, equality and wellbeing throughout the organisation to encourage employee engagement and maximise the positive impact of an anti-discriminatory culture.
- Create and embed a culture of continuous learning that is committed to supporting employees achieve high quality performance; this may include developing organisation-wide approaches to coaching and mentoring.

HR Management and Support

- Using the HR business partnership model collaborate with managers and their teams to align innovative HR policies in support of their business objectives.
- Review recruitment and retention strategies, supporting managers with and overseeing recruitment to vacancies and/or new posts and managing agency contracts as needed.
- Provide expert advice on all areas of HR including employment legislation, compliance, contracts, and HR best practice, handling complex HR issues when required.
- Monitor and review occupational health, employee programmes, benefits and packages to comparable organisations, making recommendations for change or development to the Senior Leadership Team, as necessary.
- Develop and regularly review professional and effective HR policies and procedures, in line with best practice and relevant legislation, ensuring continuous improvement and consistent application.

Learning and development

- Develop a learning and development policy for all employees to promote continuous learning.
- Manage a central training budget; and manage training needs analysis and delivery against annual appraisal insights and objectives.
- Develop and deliver internal training sessions where appropriate, or commission external trainers for specialist or topical input.

Management data and reporting

- Determine and analyse key HR performance indicators to identify key issues and trends and use that information to guide development of practice and policy.
- Present regular HR updates and management reports to the Senior Leadership Team and make recommendations for change or development.

External Profile

- Lead the work on developing Think Ahead's employer brand, including seeking out accreditations and initiatives to boost our employer profile.
- Working closely with the Senior Leadership Team and others to lead delivery of quality assurance and accreditation projects including assessment, implementation of changes,

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liaison with internal and external auditors, internal communications and ongoing management.

Other areas

- Manage the HR function's finances including setting budgets in liaison with the Chief Executive and Director of Finance and Operations, and approval of invoices (within scheme of delegation).
- Line management, supervision and ongoing development support of the HR and Operations Associate.
- Provide project support on internal projects where appropriate.

This is a broad description of duties, and this role includes leading on a variety of relevant project work. The role is likely to vary day-to-day.

Person specification

Knowledge & Experience

- Formal HR qualification – ideally CIPD level 7; and/or substantial, demonstrated HR delivery in a complex organisation of a similar size.
- Experience in a HR management role, demonstrating strategic thinking and decision-making.
- Familiarity with the unique challenges and dynamics of the non-profit sector.
- Proven experience of project management with an emphasis on monitoring and evaluating outcomes and driving change.
- Experience of providing HR management in geographically dispersed organisations and flexible working environments.

Skills and capabilities

- Demonstrable leadership and people management skills.
- Ability to align HR practices with organisational goals.
- Strong knowledge of current employment law and HR practice, and confident in application of legislation.
- Strong organisational skills, including ability to work on own initiative and manage a busy workload.
- Excellent verbal and written communication skills.
- Excellent interpersonal skills, with the ability to build and maintain strong relationships internally and externally; the ability to deal with people at all levels in a sensitive and professional manner.
- A confident communicator with experience of delivering presentations at all levels in a clear and engaging way.
- Problem solving skills - identifying issues and making recommendations for change and improvement, including balancing different perspectives in a professional manner.
- Good time management skills, including the ability to balance, anticipate and adapt to conflicting demands and work to tight deadlines.

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- Attention to detail and high level of accuracy.
- Ability to work under pressure and adapt to uncertain or unexpected outcomes with flexibility and resilience.
- Excellent IT skills (MS Office – Teams, Outlook, Word, PowerPoint, and Excel) and familiarity with HR management platforms, including Breathe HR.

Attitudes and approaches:

- Commitment to equity, equality, diversity and inclusion in everything that you do.
- Demonstrable commitment to Think Ahead's mission, vision and values and ways of working: Inspirational, Inclusive, Genuine, Determined, Effective.
- A creative, "can do" attitude which values collaboration and supports others to do their jobs.

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Candidate Journey

Below you'll find some guidance and tips for the recruitment and selection process.

Guidance on completing your application form

When applying via our careers website, you will be asked some initial questions, including details of your experience, work history and any relevant training you have completed. You'll also be asked to complete a supporting statement, outlining how you fit our person specification for that role. Below is some advice for what we're looking for in each section of the application.

Education and training

Give a list of any relevant formal and informal training. Formal training is training that is certified, e.g. a professional qualification. For each role, we only ask for qualifications where necessary for the role, for example in a finance role where an accountancy qualification is required. Upon being invited to interview, you may be asked to provide evidence of the relevant qualification.

Aside from formal qualifications, we're interested in hearing about any other training you may have completed that would be beneficial for the role you're applying for. This could be in the form of training courses, webinars, online learning or attending a conference.

Present and previous employment

Starting with your current or last employer, please list your relevant job history, detailing your previous employers. Provide the job title and the period you worked for them. Briefly describe the main duties of the post. This information may be used to assess whether you meet the experience required for the vacancy.

Supporting statement

This is the most important part of the application. We're not looking for this section to cover a complete career history – instead, use the relevant parts and focus on the skills you have developed as a result. It is a good idea to address the criteria from the person specification and provide examples to demonstrate how your experience and skillset is a good fit for the role, and for Think Ahead specifically. We're also interested in hearing how you embody the Think Ahead values and how you demonstrate these through your experience and skills.

Don't forget other relevant experience outside work that may contribute to meeting the person specification, such as community, voluntary, and other interests. Describe any relevant skills this experience has helped you develop. Remember, it is your skills and abilities relevant to this job that we are looking for. You don't have to write several pages in support of your application, instead just focus on ensuring you meet the essential criteria in the person specification.

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Next stages of the selection process

Shortlisting

Once the vacancy has closed, our hiring panel will review your application and respond to you within one week of the vacancy closing. Our team will assess you against the person specification for the role and determine your suitability for the position. After screening you will be advised whether you have been shortlisted for an interview.

Interview & Assessment

We usually run a two-stage interview process. Interviews will be in-person and held at our offices in Chancery Lane. Our interviews involve a combination of job-related behavioural and situational questions to better understand your capabilities and prior experiences as well as what you are looking for in your next role.

Our interview panels always consist of at least two people, and we are committed to having a member of our Lived Experience Partnership on the panel where possible. If we require you to prepare a presentation for your interview, we will provide you with the brief and details upon confirming your interview slot, ensuring that you have adequate time to prepare it.

Written Assessments

You may be asked to complete a short, written assessment before your interview, the details of which will vary depending on the role you applied for. In the case that this applies to your role, you will be sent information on the task and provided with a window of time to complete at your own pace. Our written tasks assess the skills and competencies needed to be successful in the role, so bear that in mind when you complete it.

Interview Preparation

In preparation for your interview, we recommend doing some research into who we are and what we do, as well researching our organisational values. The interview is your chance to show us why you want to work here but it is also your opportunity to interview us and determine if we are a good fit for you; so, come prepared with any questions you want to ask us.

Second Stage Interview

If you are successful following the first round of interviews, you may be invited to attend a second stage interview. We will advise you in advance if we need you to do any additional preparation.

For more detailed information on the process as well as FAQs, please visit our careers site at <https://www.work-for-thinkahead.org/candidate-journey>.

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The legal bits and providing feedback

Rehabilitation of Offenders Act 1974

You should not sign the application form without being clear about what you must reveal about yourself. For instance, you do not need to disclose convictions that would be deemed as being spent under the Rehabilitation of Offenders Act 1974, or cautions, reprimands and final warnings that are over five years old, unless they are exempt from the Act.

References

We will only collect details for referees where we have offered you a role with us and, will confirm this with you before contacting them directly. At least one referee must be known to you in a work capacity, having line managed you.

Reasonable adjustments

We're committed to ensuring that everyone can participate fully in the process, so if you need some adjustments made to do so, please let us know and we will do our best to accommodate where possible.

Feedback & unsuccessful candidates

Your details will remain on file for 6 months after you have applied for a position with us. If a suitable vacancy becomes available during this time, we will contact you to find out whether you are interested in being considered. At the end of the 6 months, you will receive an email from our recruitment system asking you to confirm whether you would like your details to remain on file. If you do not wish for your details to remain on file, they will be removed in line with GDPR.

If you are unsuccessful at interview stage, we'll be able to offer you feedback via a call with the hiring manager. Unfortunately, due to high volumes of applications received, we're not always able to provide feedback to those who aren't shortlisted to the interview stage.