Dear Applicant,

Head of People

Thank you for interest in the new opportunity of Head of People with PAPYRUS.

We are the national charity for the prevention of young suicide, founded in 1997. We have grown very successfully since then and now have a turnover of around £3m, 60 employees and locations in Warrington (Headquarters), Birmingham, London, Cardiff and Northern Ireland. We have ambitious plans for further growth over the next five years so that our critically important work reaches and helps as many people as possible.

We recognise that we could not achieve this success without the fantastic people who work for us and we are therefore committed to being an employer of choice. With this in mind, we are developing a new people strategy with the aim of ensuring all our people are valued, supported and developed appropriately.

We require a special person with a real passion for people management to join our leadership team and lead on this important agenda. Working closely with myself, management team colleagues, Trustees and employees, the new Head of People will support the charity's continued success through implementation of professional and innovative people management best practice.

This will be a challenging but very rewarding role, requiring complete commitment to making a real difference to the work of PAPYRUS. We operate a ‘recruitment for attitude’ approach which means that as well as taking account of your relevant experience and qualifications, we consider your values and personal approach as part of the selection process. All our appointments are subject to suitable references and an enhanced DBS check.

To apply, in the first instance, please send your CV and a supporting statement detailing how you believe you meet the criteria detailed in the person specification to our Human Resources consultant at jayne.phillips@talktalk.net. If you would like to have an informal discussion about this opportunity, Jayne will be pleased to speak with you on 07909115381.

The closing date for this vacancy is Friday 25th September 2020 and it is expected that the 1st interview will take place on Monday 5th October 2020.

Thank you again for your interest in this important role and we look forward to hearing from you.

Kind Regards
Ged Flynn

Chief Executive
Head of People

£40-£50k per annum

PAPYRUS is the national charity for the prevention of young suicide. We have a fantastic new opportunity for a Head of People to join our leadership team and take responsibility for all aspects of people management across the charity.

Working collaboratively with leadership colleagues, the Board of Trustees, employees and other key stakeholders, the post holder will help to underpin our continued successful growth by ensuring PAPYRUS delivers the highest standards of employment practice.

Professionally CIPD qualified, with at least three years' experience in a generalist Human Resource Management role, you will implement a strategy to ensure we employ and retain employees who have the values, commitment and skills to achieve our strategic objectives. You will work in partnership with operational managers to help them get the best from our people, in an environment where everyone is respected for the valuable work they do. You will also effectively implement best practice policies and procedures so that we consistently meet our legal obligations and develop a reputation as an employer of choice.

With outstanding people skills, contemporary knowledge of employment law requirements and HR best practice, you will use your professional experience to help PAPYRUS become recognised as an employer of choice.

For an informal discussion about this role please contact our Human Resources consultant Jayne Phillips on 07909115381. To apply please forward your CV with a supporting statement evidencing how you meet the person specification requirements to jayne.phillips@talktalk.net.

Closing Date: Friday 25th September 2020.

PAPYRUS is committed to safeguarding and requires all employees and volunteers to share this commitment. Therefore, an enhanced DBS check is required for this appointment.

PAPYRUS is an equal opportunities employer.

We particularly welcome applications from black and minority ethnic candidates as they are under-represented within our organisation at this level.
About PAPYRUS

Background

PAPYRUS is the national charity for the prevention of young suicide. The charity was founded in 1997 by a mother, Jean Kerr, from Lancashire, following the loss of her son to suicide. PAPYRUS was initially set up as the Parents’ Association for the Prevention of Young Suicide, hence the name PAPYRUS. Since 1997, PAPYRUS has continued to listen to and learn from the experiences of those personally touched by young suicide.

As a result of a successful business development strategy in more recent years, we have grown significantly, in terms of turnover, staff numbers, and the span and scope of service delivery. Today, we have a turnover of around £3m, 60 employees, a Headquarters in Warrington, Cheshire and other bases in London, Birmingham, Cardiff, and Northern Ireland with further growth planned over the next five years.

We know that suicide is the leading cause of young deaths in the UK. The aim of our growth strategy is to help us to reach as many young people as possible, so that we can give them hope and prevent young suicide. We draw from the experience of many who have been touched personally by young suicide across the UK and speak on their behalf in our campaigns and in our endeavours to save young lives.

Our Vision and Mission

All PAPYRUS employees are expected to contribute to the achievement of our vision and mission:

Our vision is for a society which speaks openly about suicide and has the resources to help young people who may have suicidal thoughts.

Our mission is to reduce the number of young people who take their own lives by shattering the stigma around suicide and equipping young people and their communities with the skills to recognise and respond to suicidal behaviour.

Our Values

Our vision and mission are supported by a set of core values which define the beliefs and behaviours which guide how we work:

- **Prevention**
  Many young suicides are preventable

- **Passion**
  Those who are touched personally by a young suicide have a unique contribution to make to our work.

- **Hope**
  No young person should have to suffer alone with thoughts or feelings of hopelessness and nobody should have to go through the heartbreak of losing a young person to suicide.

- **Learning**
  There are always lessons to be learned from listening to young people at risk of suicide, those who give them support, and those who have lost a young person to suicide.
We engage communities and volunteers in suicide prevention projects and deliver training programmes to individuals and groups.

PAPYRUS offers a range of training aimed at raising awareness of the prevalence of young suicide. We teach skills to people from all walks of life in how to recognise a young person at risk of suicide and in how to provide immediate and effective help. Our training is designed to equip participants with the skills, awareness and confidence to help prevent young suicide. PAPYRUS also delivers talks and awareness-raising sessions in schools, colleges, universities, community groups, prisons and other networks. These sessions are aimed at young people at risk and those who care for or work with them to help reduce the stigma surrounding suicide and encourage young people to be suicide safe.

We aim to shape national social policy and make a significant contribution to the local and regional implementation of national suicide prevention strategies wherever we can. Our campaigning comes from our passion as individuals, parents, families and communities who have been touched personally by young suicide. We press for change in many places using hard-hitting and dynamic campaigns as well as presenting evidence to those in power so that lessons can be learned, and learning implemented to help save young lives.

PAPYRUS has been a long-standing member of the government advisory groups in England and Wales on suicide prevention matters. We are active members of the National Suicide Prevention Strategy Advisory Group in England and of the National Advisory Group on Suicide Prevention and Self-harm reduction in Wales. Other national bodies that we contribute to are the National Suicide Prevention Alliance and the National Police Suicide Prevention Strategy Advisory Group.

About PAPYRUS

What we do

PAPYRUS works in many ways to prevent young suicide. We deliver our services through three main strands:

1. **Support**
   - We provide confidential support and advice to young people struggling with thoughts of suicide, and anyone worried about a young person through our national helpline, HOPELINEUK.
   - The helpline is staffed by a team of mental health professionals who provide practical help and advice to vulnerable young people and to those concerned about any young person who may be at risk of suicide.

2. **Equip**
   - We engage communities and volunteers in suicide prevention projects and deliver training programmes to individuals and groups.
   - PAPYRUS offers a range of training aimed at raising awareness of the prevalence of young suicide. We teach skills to people from all walks of life in how to recognise a young person at risk of suicide and in how to provide immediate and effective help. Our training is designed to equip participants with the skills, awareness and confidence to help prevent young suicide. PAPYRUS also delivers talks and awareness-raising sessions in schools, colleges, universities, community groups, prisons and other networks. These sessions are aimed at young people at risk and those who care for or work with them to help reduce the stigma surrounding suicide and encourage young people to be suicide safe.

3. **Influence**
   - We aim to shape national social policy and make a significant contribution to the local and regional implementation of national suicide prevention strategies wherever we can. Our campaigning comes from our passion as individuals, parents, families and communities who have been touched personally by young suicide.
   - We press for change in many places using hard-hitting and dynamic campaigns as well as presenting evidence to those in power so that lessons can be learned, and learning implemented to help save young lives.

PAPYRUS has been a long-standing member of the government advisory groups in England and Wales on suicide prevention matters. We are active members of the National Suicide Prevention Strategy Advisory Group in England and of the National Advisory Group on Suicide Prevention and Self-harm reduction in Wales. Other national bodies that we contribute to are the National Suicide Prevention Alliance and the National Police Suicide Prevention Strategy Advisory Group.
Job Description

PAPYRUS is the national charity dedicated to the prevention of young suicide.

Job Title: Head of People
Accountable To: Chief Executive
Accountable For: No Direct Reports at Present
Location: Head Office, Warrington
Key Relationships: Management Team, Employees, Trustees

Job Purpose

Ensure that PAPYRUS delivers the highest standards of Human Resources Management, focussed on employing and retaining employees who have the values, commitment and skills to achieve the charity’s objectives.

Work in partnership with operational managers to ensure the charity consistently gets the best from its people, in an environment where everyone is respected for the valuable work they do.

Principle Accountabilities

Strategy and Policy

1. Develop and implement an innovative and proactive HR strategy which effectively supports delivery of business objectives and promotes PAPYRUS as an employer of choice.

2. Implement a comprehensive range of Human Resources policies and procedures to support service excellence and legal compliance. Advise and guide managers on proper use of policies and procedures so that any issues are tackled appropriately at an early stage.

3. Review the Employee Handbook and associated HR polices at agreed timescales, and ensure employees are made aware of any changes.

4. Implementan employee engagement plan including effective internal communication, consultation and feedback mechanisms so that employees are able to best contribute to the future development and success of the charity.
Principle Accountabilities Continued...

Culture and Values

1. Positively contribute to the charity's excellence agenda through innovative people initiatives and projects.

2. Further develop the charity's core values framework and ensure it forms a thread through all HR activity.

3. Design and undertake employee surveys to obtain feedback on employee satisfaction and implemented continuous improvement plans informed by the results.

4. Take the lead on employee engagement initiatives.

Employee Relations

1. Partner and coach line managers to effectively manage employee relations issues.

2. Support managers in controlling sickness absence, liaise with occupational health and ensure cases of excessive absence are addressed fairly and promptly.

3. Provide recommendations for managing performance or misconduct ensuring that due process is followed.

4. Carry out investigations and attend disciplinary & grievance hearings when required in accordance with agreed procedures.

5. Guide and assist line managers with the implementation and monitoring of performance improvement plans.

6. Conduct exit interviews and implement learning points in conjunction with operational managers.

7. Provide support with employee queries, advising on policy & procedure and escalating issues where appropriate.

8. Manage and develop employee benefits and ensuring they are communicated to employees with the aim of securing the charity's reputation as an employer of choice.

9. Ensure appropriate contracts of employment are in place for all employees, and that contractual changes are documented and communicated to Finance for payroll purposes.
**Principle Accountabilities Continued...**

**Recruitment and Selection**

1. Implement a fair recruitment and selection process which attracts the best possible candidates with the right knowledge, skills and behaviours. Create innovative recruitment campaigns, support the shortlisting process, prepare interview questions and sit on interview panels.

2. Ensure pre-employment enquiries are complete satisfactorily, particularly when a DBS check is required.

3. Ensure all recruitment procedures are legally compliant with particular regard to equality and diversity.

4. Ensure all new colleagues receive a comprehensive and structured induction which welcomes them to PAPYRUS and enables them to perform effectively from an early stage.

**Organisation Design**

1. Develop a clear and effective process for succession planning linked to talent management so that skilled employees are retained and can progress their career with PAPYRUS.

2. Partner line managers in the implementation of departmental reviews and restructures, ensuring any changes are legally compliant.

3. Oversee the organisation structure, carry out structure reviews and recommend changes so that the structure continues to meet the needs of the charity.

4. Ensure that change is managed fairly, consistently and effectively, in accordance with legislation and best practice.

**Performance and Reward**

1. Support effective and consistent performance management throughout the charity through effective performance reviews and one to ones, linked to competency and values frameworks.

2. Advise managers on implementing the remuneration policy; research the market for trends and benchmark pay data.

3. Conduct equal pay audits and reviews and make appropriate recommendations which are fair and transparent.

4. Review completed appraisals and address issues arising together with putting plans in place to meet training & development needs.
Principle Accountabilities Continued...

Learning and Talent Development

1. Partner with line managers to identify skills gaps and emerging requirements in their teams; advise on appropriate learning development programmes, training policy and procedure.

2. Develop learning resources & programmes to ensure identified needs are met.

3. Ensure employees receive relevant ongoing training to support effective service delivery including ensuring that essential training, particularly safeguarding, takes place at required intervals.

Governance and Administration

1. Report to Board/HR Committee on progress with HR plans and any HR risks/matters.

2. Ensure the HR database is kept up to date. Produce management information reports; ensure all manual & electronic filing systems are well maintained and information is easily retrievable.

3. Ensure that personal information held in employee records is accurate, updated regularly and complies with data protection laws.

4. Manage the DBS checking process, ensuring that the relevant DBS checks are carried out as and when required.

5. Manage the HR budget, including development of training budgets.

6. Monitor and control human resources performance through focussed key performance indicator information covering such issues as absence, retention and employee satisfaction.
Principle Accountabilities Continued...

General Requirements

- Work diligently within the best of your ability to ensure you meet the requirements of your job description
- Always seek to continuously improve so that the highest standards are achieved
- Positively participate in meetings and training opportunities
- Positively participate in one to ones and appraisals
- Ensure that all relevant policies, procedures and working practices are adhered to at all times
- Work in accordance with the charity's culture, values, aims and objectives
- Act as a positive ambassador for the charity
- Positively contribute to the charity's team working environment, taking ownership of issues and supporting colleagues where appropriate
- Be flexible and willing to undertake any other duties that may be reasonably be required
- Respect confidentiality within policy and manage information in accordance with Data Protection legislation
- Understand duties and manage any matters relating to the safeguarding of children and vulnerable adults within PAPYRUS policy and in line with safeguarding legislation and agreed protocols
**Person Specification**

**Job Title:** Head of People

**Criteria:**

**QUALIFICATIONS**

- CIPD professional qualification
  - Essential
  - Application

- Management/Business qualification or training
  - Desirable
  - Application

**PROVEN EXPERIENCE**

- At least three years’ experience within a Human Resources Management role
  - Essential
  - Application

- Experience of driving high standards of service through innovative HR practices, ideally in a similar setting
  - Essential
  - Application/Interview

- Experience of working in the third sector
  - Desirable
  - Application/Interview

- Experience of working collaboratively with operational managers to ensure HR practices are embedded
  - Essential
  - Application/Interview

- Experience of delivering the majority of the HR functions detailed in the job description
  - Essential
  - Application/Interview

- Experience of implementing and improving HR policies, procedures and practices with tangible results
  - Essential
  - Application/Interview

- Experience of producing and implementing effective HR strategies
  - Essential
  - Application/Interview

- Experience of implementing HR change programmes effectively
  - Desirable
  - Application/Interview

- Experience of effectively managing employee relations issues including discipline and grievance
  - Essential
  - Application/Interview

- Experience of effective employee engagement with evidence of positive outcomes
  - Essential
  - Application/Interview

- Experience of implementing innovative recruitment campaigns including best equal opportunities practice
  - Essential
  - Application/Interview

- Experience of managing an HR function which reinforces excellent people management standards throughout the organisation
  - Essential
  - Application/Interview
# Person Specification

**Job Title:** Head of People

**Criteria:**

### KNOWLEDGE, SKILLS AND ABILITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Essential/Desirable</th>
<th>Assessment Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outstanding people skills – able to tailor approach and influence appropriately</td>
<td>Essential</td>
<td>Interview/Practical Assessment</td>
</tr>
<tr>
<td>Able to work co-operatively and collaboratively with operational managers to ensure consistent standards are achieved</td>
<td>Essential</td>
<td>Interview</td>
</tr>
<tr>
<td>Up to date knowledge of employment law requirements together with HR best practice</td>
<td>Essential</td>
<td>Interview/Practical Assessment</td>
</tr>
<tr>
<td>Understanding of equality and diversity best practice and its effective implementation</td>
<td>Essential</td>
<td>Interview</td>
</tr>
<tr>
<td>Able to motivate and enthuse others</td>
<td>Essential</td>
<td>Interview</td>
</tr>
<tr>
<td>Able to challenge effectively and constructively</td>
<td>Essential</td>
<td>Interview</td>
</tr>
<tr>
<td>Effective time management, able to prioritise and achieve deadlines</td>
<td>Essential</td>
<td>Interview</td>
</tr>
<tr>
<td>Excellent verbal and written communication skills</td>
<td>Essential</td>
<td>Interview</td>
</tr>
<tr>
<td>Problem solving skills – able to work on own initiative</td>
<td>Essential</td>
<td>Interview/Practical Assessment</td>
</tr>
<tr>
<td>Good IT skills</td>
<td>Essential</td>
<td>Interview/Practical Assessment</td>
</tr>
<tr>
<td>Knowledge of HR best practice and innovation</td>
<td>Essential</td>
<td>Interview/Practical Assessment</td>
</tr>
<tr>
<td>Employee engagement capabilities</td>
<td>Essential</td>
<td>Interview</td>
</tr>
<tr>
<td>Strong drafting skills – policies and Board/Committee reports</td>
<td>Essential</td>
<td>Interview/Practical Assessment</td>
</tr>
<tr>
<td>Knowledge of developing and implementing core values frameworks</td>
<td>Desirable</td>
<td>Interview</td>
</tr>
<tr>
<td>Understanding of HR KPI frameworks</td>
<td>Desirable</td>
<td>Interview</td>
</tr>
<tr>
<td>Understanding of HR best practice frameworks such as IIP</td>
<td>Desirable</td>
<td>Interview</td>
</tr>
</tbody>
</table>
Person Specification

Job Title: Head of People

Criteria:

OTHER ATTRIBUTES

Excellent team player  **Essential**
Able to work flexibly  **Essential**
Commitment to continuous personal development  **Essential**
Able to travel on business  **Essential**
Employment Offer

PAPYRUS aims to be an employer of choice, and we provide a great working environment in central Warrington and the opportunity to work as part of a dedicated and committed team doing vitally important work.

The main terms and conditions of employment for the Head of People are:

<table>
<thead>
<tr>
<th><strong>Salary:</strong></th>
<th>£40 - £50k per annum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workplace:</strong></td>
<td>Bankside, Warrington. Some travel will be required to our other sites in London, Birmingham, Cardiff, and Northern Ireland.</td>
</tr>
<tr>
<td><strong>Hours of work:</strong></td>
<td>36 hours per week for full time. Due to the nature of the role, some evening, weekend and bank holiday working may be required.</td>
</tr>
<tr>
<td><strong>Annual Leave:</strong></td>
<td>25 days per year plus 8 bank holidays</td>
</tr>
<tr>
<td><strong>Pension:</strong></td>
<td>5% employee contribution</td>
</tr>
<tr>
<td><strong>Death in service benefit:</strong></td>
<td>4 times annual salary</td>
</tr>
</tbody>
</table>

The Head of People will contribute to the development of a new People Strategy, including how we may further enhance our employment offer.
How to apply

To apply, please send your CV together with a supporting statement detailing how you meet the requirements of the job description and person specification to our HR consultant at jayne.phillips@talktalk.net.

It would be appreciated if you could also complete and return the equal opportunities monitoring form.

Please note that the closing date for the receipt of applications is Friday 25th September 2020.

Thank you for your interest. We hope that this recruitment pack provides all the information you require, but if you have any queries, or would like to have an informal conversation about this role please contact Jayne Phillips on 07909115381.
Equality and Diversity

PAPYRUS welcomes applicants regardless of pregnancy and maternity, age, disability, sex, gender reassignment, race, religion and belief, sexual orientation, marriage and civil partnership.

We believe that diversity adds value to our organisation and valuing the individual and individual differences enables us to develop and improve our services and explore new ideas.

We expect all our staff, volunteers and Board members to respect and value diversity and to highlight and challenge any form of discrimination. We will endeavour to support people to deliver this commitment.

As part of our commitment we aim to:

- Value diversity and the individual
- Ensure that our staff are aware of their obligations to counter disadvantage and discrimination
- Monitor our key services against equality targets and performance indicators
- Ensure that our communications with customers meets all needs
- Select our partners in a fair and non-discriminatory manner
- Operate a zero-tolerance policy against all forms of harassment
- Ensure that our contractors and consultants demonstrate their commitment to equality and diversity
- Meet our obligations under the relevant legislation and good practice guidance