



Application Pack

Head of People Operations





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Introduction



Maureen Sebanakitta, Head of Finance & Resources at Britain Yearly Meeting (Quakers)

Our Trustees recently agreed strategic priorities for the next 5-10 years to support Quakers in Britain to become a simple church, supported by a simple charity to reinvigorate Quakerism.

These include:

- supporting Quaker meetings and other groups to be diverse, to thrive and grow
- working for a sustainable and peaceful world
- Simplifying structures and practices in our local and national organisation.

We want to make Britain Yearly Meeting a great place to work; where we build a great team, where people are challenged to do their best work and where everyone can make a difference.

The Head of People Operations will be a successful HR professional with experience of the whole employee journey including recruitment, induction, well-being, performance management, learning and development and employee engagement. They will support two entities – the registered Charity and Quiet Company which together form Britain Yearly Meeting (BYM). Key activities will include providing specialist human resource (HR) input into the development of an end-to-end operating

model; supporting the objectives as set out in the People Strategy; helping to drive culture change and delivering a 'best in class' function which will help BYM achieve its strategic goals. The post-holder will also drive change across the HR function to improve efficiency and effectiveness of systems and processes.

We hope the information in this pack will fire your interest. Quakers are inspired by faith to work for a just, peaceful, and sustainable world. We seek to fill the gaps, to work where help is most needed, alone or with others – wherever we will have the greatest impact.

If you want to join our Human Resources team and to contribute to the work of the Quakers, we look forward to receiving your application. You will find in this application pack background information about the Quakers, salary and benefits of working for us along with the job description / person specification for the post.

Kind Regards,

Maureen Sebanakitta
Head of Finance & Resources

About us



About Quakers

The Religious Society of Friends (Quakers) is a radical faith group with its roots in Christianity. It emerged in the mid-17th century as a group with no separate priesthood, and with a form of worship based in silence.

Quakers have been committed to peace, equality, simplicity and integrity throughout history, and are known for work to bring about social change over the years, such as on the abolition of the slave trade, the relief of suffering in wartime, improving living conditions for factory workers and the introduction of same-sex marriage.

You can read more about the story of Quakers at www.quaker.org.uk/about-quakers.

Britain Yearly Meeting

Britain Yearly Meeting (BYM) is the national umbrella organisation for Quaker meetings in Britain. We provide events and support services to nearly 500 local Quaker meetings across Britain, carry out peace, sustainability & social justice work on their behalf, and work to raise public awareness of Quakerism.

All Quakers in Britain are invited to come together at Yearly Meeting (the annual sessions of Britain Yearly Meeting), which meets to explore, through worship, the issues of concern to British Quakers, and to guide the work of the national charity.

We are a registered charity with an annual turnover of around £13m. Responsibility for the charity lies with the fifteen Trustees of Britain Yearly Meeting, appointed from among the Quaker community. We are based at Friends House (opposite Euston station in central London), which houses our central offices accommodating 130 staff.

You can download our Annual Report & Financial Statements here: www.quaker.org.uk/annualreport.

The work of Britain Yearly Meeting is carried out through five departments:

- Quaker Life supports Quaker meetings in their life and worship, oversees Quaker outreach, provides training, and organizes events for children & young.
- Quaker Peace & Social Witness runs programmes supporting peace, economic justice, sustainability and criminal justice, through campaigning, training, placements, community empowerment and by supporting Quakers in local activity.
- Quaker Communication & Services promotes public awareness of Quakerism, provides advocacy, media, web and publications services to the organisation, and oversees fundraising from Quakers, Quaker meetings and Trusts.
- Quaker Finance & Property oversees the budget and finances of BYM, including our ethical investment portfolio and properties.

Our wholly-owned trading subsidiary, Quiet Company, operates Friends House as a major conference venue and runs the building facilities.

The company also runs Swarthmoor Hall, a historic house with accommodation in Ulverston, Cumbria (www.swarthmoorhall.co.uk).

You can read more about the governance structures of the Quaker organisation in Britain here www.quaker.org.uk/structure.



The Quaker way

The Quaker way is based on silent worship, as a way to help people connect directly to God. Quakerism began in Britain in the 17th century. Its roots are in radical Christianity, although today not all Quakers call themselves Christian.

Quakers share a way of life rather than a set of beliefs. We seek to experience God directly, within ourselves and in our relationships with others and the world around us.

Quakers are ordinary people, who try to live their values they can. This leads many Quakers to work for a better world.

Values that are important to us include truth and integrity; simplicity; equality; peace; and sustainability.

You do not need to be a Quaker to worship with us at one of our meetings.

You can find out more:

- From our website - www.quaker.org.uk.
- By reading *Advice and queries* which is an introduction to Quaker belief (<http://qfp.quaker.org.uk>).
- By visiting the Quaker Centre at Friends House, which has leaflets and books, and volunteers who can answer questions.

A Quaker workplace

We aim for our workplace to be consistent with Quaker values – broadly the same as most well-run progressive organisations. For example:

- We expect staff to respect each person regardless of age, race, religion, gender, transgender status, sex, sexual orientation, disability, marital or civil partnership status.
- We avoid unjustifiable and unlawful discrimination in our employment practices.
- We follow good employment practice, with clear and supportive line management.
- We have a 1:4 ratio between the lowest and highest salaries.
- We aim to be open and honest in all our work.
- We avoid titles such as 'Mrs.' or 'Mr'.

Very few jobs with BYM are restricted to Quakers, although about 1/3 of the staff are Quakers or linked to Quakers in some way.

Make peace
a way of
LIFE

POWER from renewables



not rifles



NO



WAR

I M A G I N E
A W A R F R E E
W O R L D

QUAKERS
FOR PEACE
& AGAINST THE
ARMS TRADE

Love

Our values



Our values

How we act as Quakers goes together with what we believe.

Quakers don't have a fixed creed because we have found that the search for truth can lead us to new expressions of values as well as confirming existing ones. We call these values 'testimonies'. Today we focus on equality, peace, truth, justice and simplicity, and how they relate to one another.

Our testimonies encourage us to work for a more just, peaceful and sustainable world. It's not always easy to live this way, but as Quakers we encourage each other to keep trying.

Equality and justice

Quakers believe everyone is equal. This inspires us to try to change the systems that cause injustice and that stop us being genuine communities. It also means working with people who suffer injustice, such as prisoners of conscience and asylum seekers. We were campaigning for independent juries in the 17th century, for marriage equality in the 21st, and for a range of things in between.

Peace

Quakers are perhaps best known for our peace testimony. It comes from our belief that love is at the centre of existence and that all human life is of equal

worth. It has led Quakers to refuse military service and work creatively for peace. This has ranged from practical work in areas affected by violent conflict to developing alternatives to violence at all levels. This could be personal or international.

Truth and integrity

Quakers try to live according to the deepest truth we know, and we connect most deeply to this in the stillness of worship. This means speaking the truth at all times, including to people in positions of power. As we are guided by integrity, so we expect to see it in public life.

Simplicity and sustainability

Quakers are concerned about excess and waste in our society. We want to make sure our use of natural resources is sustainable. We try to live simply and to find space for the things that really matter: the people around us, the natural world, and our experience of stillness.

The process of living out our faith is often called Quaker Witness – you can find out more about Quaker work by listening to our podcast: www.quaker.org.uk/podcast.

About the team

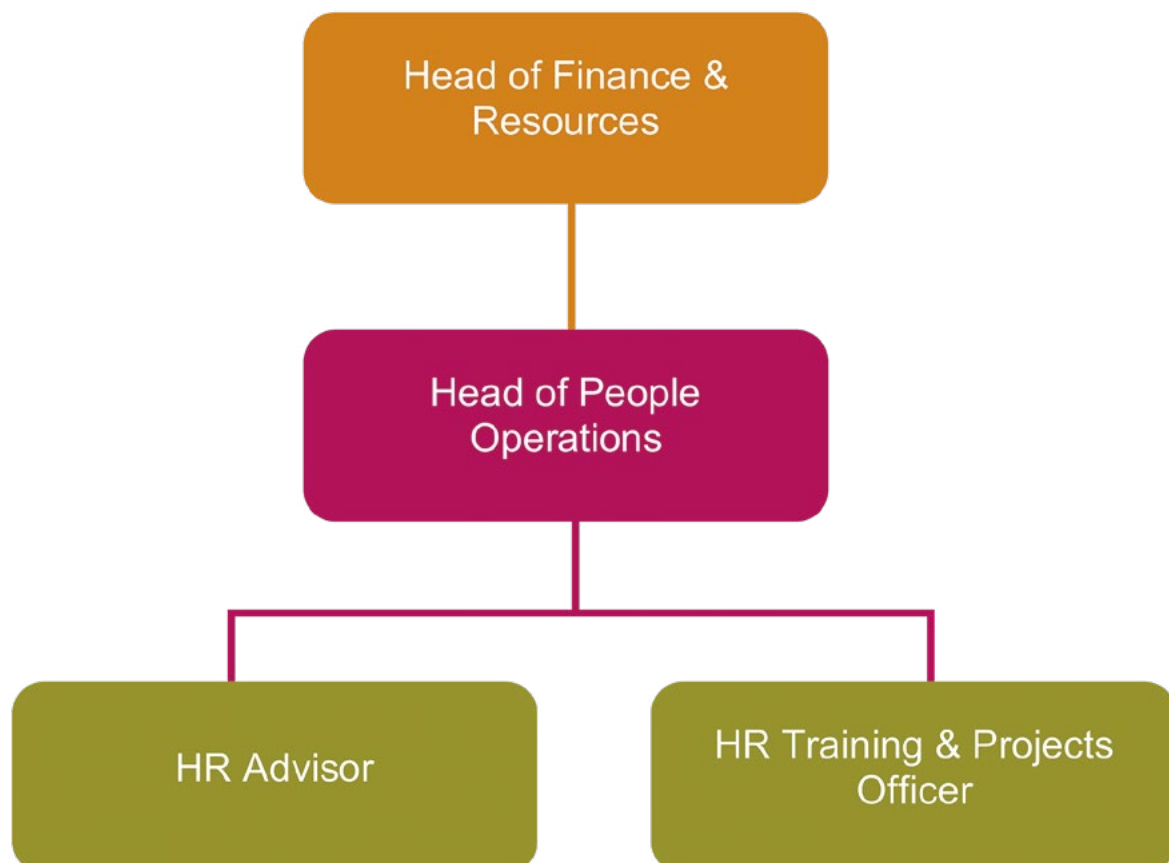


Human Resources (HR) Team

The Head of People Operations, HR Advisor and HR Training & Projects Officer comprise the HR team and support over 130 staff who are geographically dispersed across the UK. The Head of People Operations reports directly into the Senior Management Team (Management Meeting) and the Employment Committee. The team work closely with all areas within the organisation supporting them with:

- Organisation development
- Diversity & Inclusion
- Recruitment and selection
- Payroll
- Performance management
- Policies and procedures
- Wellbeing
- Employee Relations.

Organisation chart



About this post



Job purpose

To develop, drive and importantly, deliver BYM's resourcing, organisational development, Diversity & Inclusion strategy to ensure that we have a talented and engaged work force in line with the organisational strategy and values.

BYM comprises two legal entities: Quakers in Britain – also known as The Religious Society of Friends (charity) and Quiet Company (trading company).

1. Key accountabilities and main tasks

Organisational development

- Support the Head of Finance & Resources in the development and implementation of the People Strategy.
- Set a clear direction for People Operations, enabling delivery of the People Strategy ensuring structures, policies and procedures remain relevant to BYM's business needs.
- Support the Head of Finance & Resources in the creation and delivery of a Diversity, Inclusion & Wellbeing Strategy.
- To work effectively as a senior leader actively contributing to the development, communication and delivery of BYM's strategies.
- Identify HR priorities from departmental plans, translating business requirements into effective HR practices and delivering people solutions aligned to business objectives.
- To ensure that BYM attracts, develops and retains the people necessary to provide the organisational agility and skills to meet the transformational change and challenges we face now and in the future.

- To implement a holistic, inclusive and engaging approach to people policy and culture development, building on BYM's values.
- To drive continuous improvement within your own areas of responsibility.
- To develop and maintain effective internal relationships with key stakeholders.
- Take a proactive approach to risk management, ensuring risks and issues are identified, addressed and reported and, where appropriate, escalated.
- To develop, coach and advise senior managers so that they confidently and consistently encourage performance and address underperformance as well as support them with Employee Relations cases including capability, disciplinary and grievance issues and absence management.
- To manage talent and succession planning.

Employee relations

- To ensure that BYM's staff handbook, HR policies and procedures reflect the organisation's values and dispersed workforce and are kept up to date in line with changes in legislation, case law and good practice.
- To ensure that changes in employment legislation that impact on HR practice are communicated to Management Meeting, the Operational Management Team, managers and staff on a timely basis.
- To consult BYM's recognised union on HR policy changes and developments.
- To develop and maintain good working relationships (formal and informal) with

About this post



BYM's recognised trade union and leading on negotiations where necessary.

- To provide advice and guidance to Management Meeting and operational managers on complex aspects of people and performance management including recruitment, redundancy, restructuring, discipline, dismissal, motivation and performance matters.
- To deliver key HR initiatives across the HR spectrum, including workforce planning, restructuring, resourcing, talent management, pay and reward, employee relations, employee engagement and performance matters.
- Manage the delivery of BYM's two yearly staff survey, from survey and process design to implementation, development, and monitoring of the action plan.

Learning and development

- To review BYM's key people management processes including induction, supervision, identification and evaluation of training needs, appraisal.
- To ensure that all statutory and compulsory work-based training is provided.
- To oversee the delivery the cyclical performance review process, ensuring that it is carried out effectively and feedback is collected from participants to ensure that it remains robust.
- To ensure that training and development interventions outcomes are evaluated.

Pay and benefits

- To manage key relationships with BYM's outsourced payroll and Employee Assistance

Programme providers, the brokers who provide PHI, life insurance and pensions' advice, ensuring that they receive up to date information on staff as required.

- To oversee the administration of the payroll process ensuring that an accurate monthly payroll is produced.
- To ensure the operation of the organisation's job evaluation process and procedures operates effectively.
- To make recommendations to Management Meeting for changes to salary and benefits, where appropriate.

HR database

- To ensure that the human resources records are managed effectively in line with the People Strategy and compliant with GDPR legislation.
- To provide Management Meeting and BYM's Employment Committee with human resource reports.

Other HR and learning and development functions

- To act as Secretary to BYM's, Employment and Environmental, Health and Safety Committees, offering advice to those committees as appropriate.
- To provide ad-hoc advice on employment related matters to Quaker meetings.
- To work collaboratively with Woodbrooke Quaker Study Centre on sharing best practice and training opportunities.

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- To advise on health and safety matters as required.
- Management of staff and departmental leadership.
- Manage staff within the HR team and oversee their development needs.
- Help BYM realise its aspiration to be an exemplary employer, including by upholding the BYM Managers' Commitment and the values of the organisation in your management of staff.
- Plan, manage and monitor the delivery of a high standard of work by staff within the HR team.
- Together with other operational managers in the Finance and Resources department, take joint responsibility for leading that department by helping develop departmental goals that contribute to BYM's objectives, and by motivating and guiding staff towards achieving those goals.

Operational management and planning

- Contribute to the development of BYM's operational plans.
- From time to time, work collaboratively with other operational managers across BYM to help achieve shared organisational goals, including working in clusters where appropriate.

Budgeting

- Make best use of BYM's finances by developing, applying and monitoring accurate budgets that reflect BYM's organisational goals.

Governance and reporting

- Oversee systems to monitor and evaluate information on the HR team's and Finance and Resources department's work, its staff and its budgets.
- Support good governance within BYM, including by sharing information and reporting as required.
- Attend committee meetings as appropriate.

2. Intellectual demands

The post-holder must keep abreast of legislative changes and best HR practice advising Management Meeting, managers and staff where necessary of the implications of any developments.

The post-holder is required to build up a thorough understanding of all aspects of the work of BYM and values on which these are based.

3. Judgements

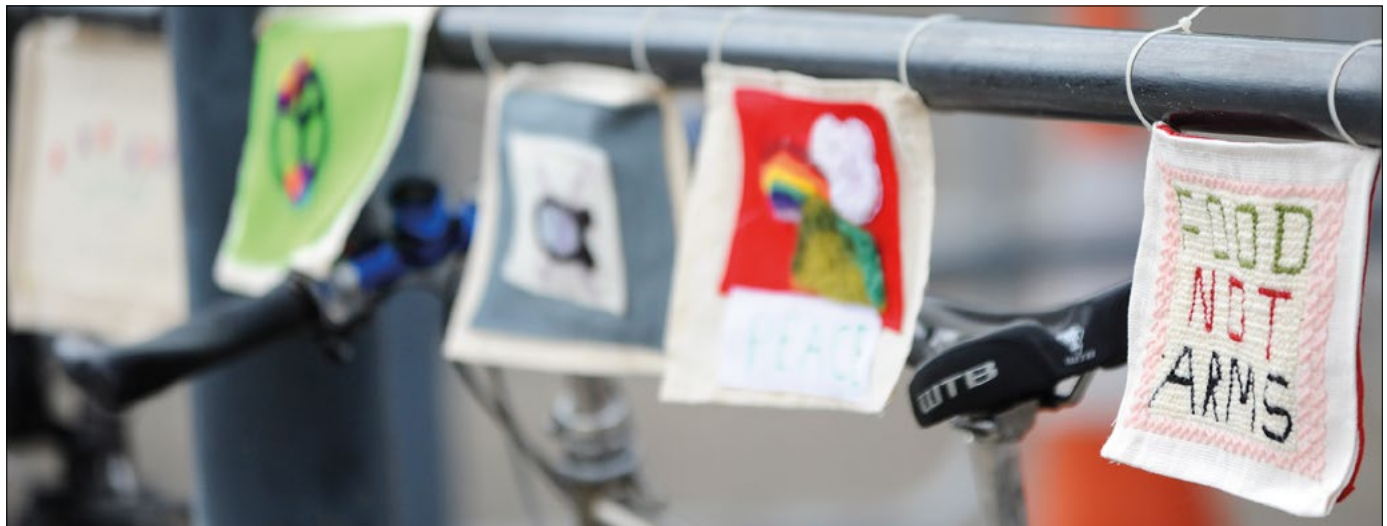
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4. Use of resources

- The post-holder manages the HR Advisor, HR Training & Project Officer and the HR Departmental budget.
- Working with the Finance Department and the Recording Clerk agrees the HR budget for the financial year.
- Authorises payroll changes.

About this post



5. Communications

Internal (70%)

The post-holder is required to communicate with Management Meeting; General Secretaries/Heads of Department and all staff including BYM's recognised trade union. The communication involves the provision of specialist HR advice across the range of HR issues.

External (30%)

The post-holder regularly attends HR network meetings with Heads and Directors of HR of external organisations in order to keep abreast of changes in HR practice and employment legislation.

The post-holder has contacts with external organisations in respect of consultancy, project development work and legal good practice e.g. BYM's retained legal advisors.

6. Physical demands & coordination

The role is home or office based and there are no unusual physical demands.

7. Working conditions and emotional demands

The role is home or office based and there are no unusual physical demands.

The HR department consists of the Head of People Operations, HR Advisor and HR Training & Projects Officer; and requires all individuals to be able to prioritise and to work flexibly and deal with conflicting and sometimes stressful issues.

Other responsibilities

- To undertake duties and responsibilities commensurate with the post.
- Responsible for ensuring that BYM's Safeguarding Policy is adhered to in all aspects of the role.
- Responsible for ensuring that BYM's Equal Opportunities Policy is adhered to in all aspects of the role.
- Responsible for ensuring that BYM's Health & Safety Policy is always adhered to.
- Responsible for ensuring that BYM's commitment to sustainability is adhered to in all aspects of the role.
- Responsible for ensuring that Britain Yearly Meeting's staff handbook is always adhered to.

Person specification



Essential qualifications

MCIPD qualified.

Desirable qualifications

A formal project management qualification.

Essential knowledge

- Up-to-date knowledge of UK employment legislation and future changes.
- High-level knowledge and use of Microsoft Office, HR databases.
- Practical knowledge of pay, grading and remuneration matters.
- Knowledge of wellbeing, equality, Diversity & Inclusion issues.
- Knowledge of and sympathy with Quaker values.

Essential skills

- Extensive relevant experience in HR and Organisational Development.
- Experience of implementing a cultural change programme within an organisation.
- Proven track-record in creating, iterating and implementing a best-in-class performance management framework to support each team member to do their best work.
- Demonstrable experience and knowledge of policy development covering UK employment legislation and where relevant, EU regulations.
- Excellent interpersonal skills demonstrating an ability to motivate, influence and gain support of others and to have effective collaboration working relationships.
- Strong communication skills, both oral and written including excellent report writing skills and the ability to present information in a fluent and persuasive manner to people at a range of levels.
- Excellent analytical and problem-solving skills demonstrating the ability to understand and discuss complex issues in relation to HR and Organisational Development.
- Proven experience of performance managing and development of staff.
- Ability to exercise discretion in dealing with confidential or sensitive matters, and be able to deliver difficult messages with diplomacy and tact.
- Excellent project management skills and experience as evidenced by a recent and successful track record in project management.
- Self-motivation and the ability to work both independently and as part of a team, including successful experience of working collaboratively with individuals from other organisations.
- Experience of working in a unionised environment.

Building relationships

- Recognising key relationships and making conscious effort to build rapport in order to enable smooth running of department or service.
- Establishing positive relations quickly with stakeholders irrelevant of status.
- Demonstrating tact and diplomacy in all professional relationships.

Service excellence

- To recognise employee/organisational need and identify ways of adding value.
- To consistently deliver to required standards.
- To exceed delivery standards.

Results focus and initiative

- The drive, determination and commitment to get things done.
- To move things forward, achieve, get results and do things better.

Commercial judgement

- The ability to handle the business in a commercial and financially-driven way.
- To minimise unnecessary costs and constantly improve business efficiency.

Developing and applying strategy

- The ability to look above and beyond day-to-day activities and to see the broader picture.
- The capacity to visualise the future.

Analytical thinking

- The ability to think clearly, logically and objectively.
- Capacity to analyse work-related problems in an effective way.
- Capacity to come to conclusions which are balanced, systematic and rational.



Salary and benefits



Salary band C

£46,514 - £53,376 per annum - **London**
(£50,875 - £58,380 pro rata per annum)

£39,538 - £45,369 per annum - **Regional**
(£43,245 - £49,623 pro rata per annum)

Location

Home, London or Leeds office.

Hours of work

32 hours per week. There is some flexibility over the daily start and finish times.

Flexible working options

While the role is London-office based, we are open to discussions about flexible working patterns such as working from home or compressed working patterns.

Holiday

27 days a year pro rata plus bank holidays and three days for Christmas closure.

Sabbatical scheme

Staff are able to take a nine-month unpaid sabbatical leave after five years' continuous service.

Subsidised café

We have an on-site café which provides subsidised meals as well as a bookshop selling ethically sourced goods.

Cycle to work scheme

We offer a cycle to work scheme which helps you save money on a new work bike and spread the cost of the bike over monthly tax-free instalments.

Annual season ticket loan

We will provide with a loan of up to £7,500 to cover the cost of your season ticket repayable in 11 monthly instalments.

Pension scheme

Quakers have a generous pension scheme where we contribute 8% of your salary and you contribute 3% of your salary.

You have the option to increase your contributions should you wish and to pay your contributions via salary sacrifice.

Sick pay scheme

We have a very generous sick pay scheme:

- If you have less than 12 months service, you are entitled to full sick pay for 3 weeks followed by three weeks at half pay.
- After 1 years' service, you are entitled to full sick pay for 3 months followed by 3 months at half pay, subject to a maximum of six months since the start of your service.
- After 4 years' service you are entitled to full sick pay for six months followed by six months at half pay, subject to a maximum of 12 months.

Income protection insurance

If you are off work due to sickness for more than 52 continuous weeks you will be eligible, subject to requirements of the scheme, to sick pay.

Employee assistance programme:

Quakers offers access to an independent, confidential employee assistance programme, which is available 24 hours a day.

Family friendly policies

Our family friendly policies give enhanced maternity and adoption leave. Once you have one year's service by the 15th week before your baby is born or you adopt, you will be entitled to six weeks at full pay, 20 weeks at half pay and 13 weeks at SMP.

Apply online at www.quaker.org.uk/jobs



If you have any questions or would like to arrange an informal conversation about this role, please contact Claire Common, HR Advisor by email at clairec@quaker.org.uk.

To apply, please send a CV and supporting statement to quakeremploy@quaker.org.uk.

Your supporting statement should address how you meet the criteria in the person specification.

Closing date: 11 August 2021

Interviews: 25 & 31 August 2021

Britain Yearly Meeting is committed to safeguarding children and adults at risk and expect all our staff and volunteers to share and uphold this commitment.

Quakers have a faith commitment to equality and encourage and welcome applications for posts from all sections of society. You do not have to be a Quaker to apply for this post, but we expect you to uphold the values of our organisation.

Britain Yearly Meeting is committed to equality in all its employment practices.

The principles of equality and diversity are important to Quakers in Britain in all aspects of its work. The information you provide will help them to monitor and refine their employment practice and respond to the needs of the diverse range of people that the organisation comes in to contact with.

