



**Role Profile**  
**Head of HR**  
**Second Step**

**162 Pennywell Road**

**Bristol BS5 0TX**

**July 2024**

## 1. Job description

The job description does not describe a comprehensive list of duties, rather a broader range of accountabilities and performance indicators. The role profile is subject to review and change.

### 1.1 Job purpose

- To make a professional and effective contribution to the overall operational management of Second Step ensuring that it is well positioned to meet its current and future business plans, aims and objectives.
- To lead and manage the HR and L&D Team to deliver excellent quality, customer focussed people management strategies, plans and services comprising, but not limited to, HR, L&D ensuring that the business is well supported and is able to respond to challenges and changing requirements.
- To work closely with the Chief Executive and the Senior Leadership Team, to contribute to and support the cultural change management initiatives required to support the business and staff as the organisation grows and responds to change. '

### Job Context

Second Step is a leading mental health charity in the South West offering housing, support and hope to thousands of people with mental health and other problems. Our goal is to inspire hope and deliver change for everybody and every community we work with.

### 1.2 Organisation

Immediate Supervisor: Chief Executive

Colleagues/Peers: Senior Leadership Team

- **Direct Reports:** HR Business Partner, Organisation Development lead, L&D Manager and HR Lead

### 1.3 Job accountabilities

- Design and deliver HR strategies, processes and interventions which align to our values, business goals and include initiatives that foster a high performance culture and appropriate behaviours, where learning, continuous improvement and valuing diversity are the norm.
- Provide a professional, high quality, customer focussed, timely and proactive HR service to Second Step demonstrating high levels of HR business partnering best practice.
- Work closely with the Senior Leadership Team to develop and deliver change management strategies, policies and programmes that help to build a strong culture, values and agreed behaviours.
- Support and direct the Organisational Development Strategic Plan projects, to enable new ways of working. To manage the OD Lead role in delivering projects to time and quality.
- Champion our Psychological, Adversity & trauma informed work and our EDI work, ensuring that our HR processes and policies are aligned.
- Represent SLT on our Staff Forum and be the main point of contact for our co-Chairs and any recognised union
- Ensure that all people management activities are conducted in accordance with relevant legal, regulatory and professional best practice.
- Lead, manage, support and coach the HR and L&D team ensuring that they reach their full potential and high quality service levels are achieved.
- To promote, develop and support performance management processes that are owned by line managers and employees which contribute to performance improvement, continuous development and recognition of achievement.
- To work with the L&D Manager, the Senior Leadership Team and Extended Leadership Team Managers to develop an effective L&D Strategy and to develop and implement training and development plans which will support the achievement of business objectives.
- To develop Second Step's approach to talent management including recruitment, retention, coaching, mentoring, personal development plans and coordinating the contributions of key stakeholders to ensure effective implementation.

- Gather and provide relevant market data and people management related metrics to effectively manage pay and reward, and provide executive and corporate managers with any required information to support board reporting, business planning and bids for contracts
- To forecast and prepare budgets for HR and L&D services and manage spend and operational deliverables against agreed objectives
- Be the key officer for the Board's People Committee, ensuring timely agenda setting, reports etc.
- To oversee the HR IT system/s ensuring that systems and processes are fit for purpose and data is accurate and held in accordance with data protection legislation
- Establish, build and sustain effective external networks with key partners and external advisors to promote the organisation and for personal and professional development
- Participate in the Senior Manager on-call service rota as required.
- Carry out the role adopting and promoting the values and principles of the organisation and within the staff code of conduct
- Any other duties required for the effective support of the teams and employees across the organisation.

#### **1.4 Performance measures and critical success factors**

- Delivery of specified project work/services to time and agreed service standards.
- Delivery of annual organisational development strategy and programme.
- Management of the HR service within resources and to budget.
- Delivery of the annual L& D Strategy and programme to meet operational demands.
- Provision of legally compliant HR related policies and procedures and processes which meet recognised best practice.
- Provision of current and relevant employment law advice to the organisation and its staff.
- Establishing systems which continually monitor, evaluate and improve the service provided by the HR team.
- Contribution to the effectiveness of the and Senior Leadership Team.

## People profile

### 2.1 Person specification

	Essential	Desirable
<b>Skills</b>	<ul style="list-style-type: none"> <li>• CIPD (Essential)</li> <li>• Ability to develop HR, OD and L&amp;D strategic and operational plans.</li> <li>• Able to analyse data and write complex reports.</li> <li>• Effective project management skills with the ability to set and work to (personal, team and Second Step deadlines).</li> <li>• Fully competent in the main Microsoft applications.</li> <li>• Demonstrable track record in effective problem solving and decision making.</li> <li>• Strong communicator with well-developed Skills: able to present information verbally for a variety of audiences internally and externally.</li> <li>• Highly motivated and flexible.</li> </ul>	<ul style="list-style-type: none"> <li>• OD experience</li> <li>• Mediation skills</li> <li>• Training delivery skills</li> <li>• Facilitation skills for developing managers at a senior level.</li> </ul>

<p><b>Knowledge</b></p>	<p>Up to date knowledge of theory and good practice in key areas:</p> <ul style="list-style-type: none"> <li>• Employment legislation and modern people management practices and practical application.</li> <li>• Organisation Development particularly around change management and developing organisational culture.</li> <li>• Learning &amp; Development, particularly management development and talent management.</li> <li>• Strong business understanding together with the ability to demonstrate how HR can enhance the performance of the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Current workplace health and safety legislation.</li> </ul>
<p><b>Experience</b></p>	<ul style="list-style-type: none"> <li>• Substantial experience of providing a strong HR Business partner service in a customer focused environment.</li> <li>• Substantial experience of successfully leading and managing a team at operational level.</li> <li>• Demonstrable experience of leading or supporting the management of change.</li> <li>• Management of departmental budgets.</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of the voluntary or community not for profit sector.</li> <li>• Job evaluation experience.</li> <li>• The design and delivery of courses that reflect the strategic and operational need of the Organisation.</li> </ul>

	<ul style="list-style-type: none"> <li>• Substantial experience of HR information systems packages and their implementation.</li> </ul>	
<b>Values</b>	<ul style="list-style-type: none"> <li>• Commitment to equality and diversity in all aspects of work.</li> <li>• Positive enthusiastic approach and commitment to providing excellent customer service.</li> <li>• Positive attitude to mental health.</li> </ul>	<ul style="list-style-type: none"> <li>• Service User or Carer</li> <li>• lived experience.</li> </ul>

## 2.2 Competencies

Competency	Entry Level (2)	Desired Level (3)	Exceptional Level (4)
Achieving Results	<p>Plans own work and meets agreed goals within the time available</p> <p>Can problem solve alone but knows when to involve others. Able to use more than one approach when solving problems.</p> <p>Works hard and stays focussed on priorities, increases effort without guidance.</p>	<p>Prioritises key tasks and manages own workload, taking into account the impact of own work priorities on those of others.</p> <p>Able to use a range of approaches to analyse and manage problems and performance issues.</p> <p>Sets appropriate targets for self and others, will "go the extra mile" to deliver work on time and within budget.</p>	<p>Adjusts own work priorities to take other's priorities into account, and involves other people to achieve goals.</p> <p>Carries out complex analysis of problems, develops innovative approaches to problems and takes calculated risks.</p> <p>Sets appropriate long term objectives that improve the service and the performance of the organisation.</p>
Customer Care	<p>Ensures that their service/team does not discriminate against people on the grounds of age, gender, race, ethnicity, faith, sexual</p>	<p>Develops feedback and evaluation systems that improve services.</p> <p>Contributes to a culture which is customer</p>	<p>Promotes awareness of the impact of stigma and discrimination and acts to reduce it, both within the organisation and with external</p>



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	<p>orientation or ability.</p> <p>Works hard and invests time getting to know and developing good working relationships with service users and other customers.</p> <p>Knows who their key customers are and is able to change own style to suit different customer's needs.</p>	<p>focussed and where the customer comes first, including responding to both internal and external customers.</p>	<p>agencies.</p> <p>Identifies and nurtures customer contacts that have a positive impact on work and/or Second Step.</p>
<p>Effective Communication</p>	<p>Understands the information required by their peers and reports and is skilled and confident at communicating with, and listening to, others.</p> <p>Designs and writes well structured, clear and relevant documents, letters and reports.</p>	<p>Plans and manages all communications and ensures they are clear, effective and have maximum impact.</p> <p>Is a sensitive communicator, able to diffuse difficult situations by careful handling of communications.</p> <p>Designs and creates</p>	<p>Has highly developed presentation abilities and is effective at promoting the key messages and objectives of organisation.</p> <p>Plans communication around the needs/objectives of the audience.</p>

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	Communicates with others in a form and manner that takes into account their background, culture and level of understanding.	effective presentations and reports and is skilled and confident in presenting to audience.	Distils key messages or key conclusions from complex situations.
Partnership and Teamwork	<p>Develops and maintains effective working relationships, understands and contributes to the collective responsibility for achieving results.</p> <p>Helps team decision making by their own contribution and supporting others to contribute.</p> <p>Makes a positive contribution to wider team processes such as problem solving, or implementing change.</p>	<p>Always tries to understand the needs and priorities of colleagues and reports, builds relationships based on co-operation, respect and trust.</p> <p>Facilitates in their team a culture of openness, co-operation, trust and responsibility.</p> <p>Shares power within the organisation and across networks and develops constructive relationships with SMT and other stakeholders, to enable their true involvement</p>	<p>Able to work effectively in different cultural situations and with different groups.</p> <p>Able to identify and understand 'politics' and negative behaviour in others and work through and resolve these positively and tactfully.</p> <p>Is seen as a role model for partnership and teamwork.</p> <p>Respected and trusted by everyone they work with.</p>
Personal and Professional Development	Understands the nature and causes of their	Knows their strengths, and limitations, and	Is open and realistic about their own

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	<p>emotional reactions to particular situations and actively manages own emotions and reactions when necessary.</p> <p>Is sensitive to the needs of others in difficult or pressured situations.</p> <p>Actively participates in supervision, reflects on supervisor’s feedback and applies this learning to future work.</p>	<p>understands how they impact on others in a range of situations, including when providing leadership that makes a difference to their team.</p> <p>Recognises others’ anxieties and problems, and facilitates them to find ways of dealing constructively with these. Uses reflection on their work in supervision to maintain and improve their work.</p> <p>Maintains their own personal and professional development by using both formal and informal learning opportunities, independent of/in addition to, their supervisor’s suggestions.</p>	<p>competencies and shares this self appraisal with their supervisor. Uses feedback from their supervisor to improve their self appraisal skills.</p> <p>Actively shares their own learning with people they supervise.</p> <p>Is able to reflect on the quality of supervision given and received and seeks to address any concerns appropriately.</p> <p>Is a self-directed learner, able to accurately assess own development needs and consistently seeks to acquire new skills, knowledge and learning</p>
Service Area Expertise	Understands the specialist and/or	Has a comprehensive understanding of the	Invests considerable effort in maintaining

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	<p>professional requirements of the job and applies this in their day to day work.</p> <p>Has an up to date knowledge of the full requirements of the job and is willing and able to learn new skills as necessary.</p> <p>Applies Equal Opportunities principles to practice within own service/team.</p>	<p>specialist and/or professional requirements of the job and applies this in all areas of their work.</p> <p>Acts as a reference point within own particular service/team.</p> <p>Ensures the service/team respects diversity in all aspects of service delivery.</p>	<p>specialist and/or professional knowledge, experience and skills.</p> <p>Keep abreast of new thinking in area of expertise.</p> <p>Is recognised as the expert in own particular service /team.</p> <p>Promotes respect for diversity with internal and external</p>
Recovery Orientated Practice	<p>Has an understanding of recovery principles and values including:</p> <ul style="list-style-type: none"> <li>• Listening to people’s stories in a non judgemental way</li> <li>• The importance of helping people meet their own needs.</li> <li>• The importance of enabling social inclusion</li> </ul>	<p>Consistently applies recovery principles and values in planning and developing services.</p> <p>Actively promotes recovery across the wider organisation and with external agencies.</p>	<p>Is able to apply recovery principles and values in all aspects of work, with groups and individuals throughout the organisation</p> <p>Integrates recovery principles and values into all aspects of organisation and service development.</p>

Competency	Entry Level (2)	Desired Level (3)	Exceptional Level (4)
	<ul style="list-style-type: none"> <li>How approaches and services can help or hinder recovery.</li> </ul>		
Strategic Thinking and Analytical Reasoning	<p>Makes decisions, sets priorities or develops goals based on future potential and benefit. Analyses problems and situations and finds long-term solutions and benefits that improve service/team's outcomes.</p> <p>A lateral thinker, able to 'rotate' a complex issue mentally and consider wide ranging options to address complex issues and risks.</p> <p>Makes sense of disparate information, sees patterns and trends.</p>	<p>Consistently takes a wide, long-term view of challenges, risks and opportunities and develops key strategies to respond to them.</p> <p>Develops and maintains a vision for the department to provide direction for services and teams, and contributes to a shared vision for the organisation.</p> <p>Understands, clarifies and makes appropriate use of diverse information.</p> <p>Crystallises the key ideas, issues or observations from complex data.</p>	<p>Carries out complex analysis of diverse information and uses the intelligence of others to identify options. Able to identify the many issues involved.</p> <p>Creates and introduces completely new approaches/solutions to improve future department and organisation performance.</p>

<b>Competency</b>	<b>Entry Level (2)</b>	<b>Desired Level (3)</b>	<b>Exceptional Level (4)</b>
<p>Leadership and Influencing</p>	<p>Monitors the performance and progress of the team and is aware of the impact on the wider organisation.</p> <p>Delegates work appropriately, taking account of the abilities of team members.</p> <p>Takes initiative when required. Maintains an overview and ensures efforts are co-ordinated and focussed on what makes a difference.</p> <p>Provides a motivational lead to team members, communicating optimism and enthusiasm for the job.</p>	<p>Understands the need to use informal persuasion and provision of information, to influence others over whom they have no authority.</p> <p>Takes the time to build critical mass or support for a position, with the end aim of getting results by working in partnership.</p> <p>Identifies and addresses performance issues and creates a supportive, positive climate.</p> <p>Is a credible leader, obtains required resources for the team and encourages team to take the maximum possible personal responsibility.</p> <p>Provides leadership by</p>	<p>Builds and uses extended networks of influence understanding that these need to change over time.</p> <p>Strives to ensure that service users, staff, other interested parties are involved in shaping the development of the organisation/service.</p> <p>Has a wide-angle vision and will be known and respected by a wide range of people within sector.</p> <p>Acts as a role model for other in high performance, vision and self belief. Communicates a compelling vision that energises others toward achieving goals</p>

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		fully involving the team in setting objectives, priorities and direction.	and resolving issues. Takes touch decisions when require.
Releasing Potential	<p>Encourages others to take responsibility for their own development and creates a supporting environment where mistakes can be admitted and learned from.</p> <p>Gives team members responsibility and challenging work but supports them when necessary.</p> <p>Provides space for others to be creative, innovative and to take risks so that they can develop their own capabilities and approaches.</p> <p>Management of diversity</p>	<p>Works in a collaborative way within organisation focussing on longer-term requirements and on career planning - creating development opportunities for others to succeed.</p> <p>Makes sure succession plans are in place for their team and uses this plan for development in the longer term.</p> <p>Nurtures talent and coaches high performance.</p> <p>Shows commitment internally and externally in promoting diversity, which is demonstrably part of the organisational</p>	<p>Excites and inspires other to greater achievement through encouragement, visionary ability and insight, bringing clarity to complex situations.</p> <p>Is a role model for developing others, inspiring challenging and motivating others to be the best they can.</p>

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	is communicated effectively, sensitively and implemented	culture and philosophy.	
Change Management	<p>Understand that nature of change and its impact on individuals; continually develops both general and specific plans for the proactive management of people through change.</p> <p>At a departmental level evaluates and challenges current ways of doing things, developing new services/processes taking proper account of costs, benefits, buy-in and impact.</p> <p>Able to manage change projects through development and implementation to evaluation and</p>	<p>Able to envision the changes required to achieve a given result and to develop approaches to implement them.</p> <p>Is a change leader who inspires others to share a vision of the future with real commitment to it.</p> <p>On an organisational level evaluates and challenges current ways of doing things, developing new services/processes taking proper account of costs, benefits, buy-in and impact.</p> <p>Establishes clear long-term plans for self and others.</p>	<p>Assesses the real need for major change, creates and evaluates the right options and change strategies.</p> <p>Effectively initiates and sponsors effective major change.</p> <p>Implements new ideas into innovative and robust new services which develop diversity and sustainability.</p> <p>Demonstrates a deep understanding of the drivers of change and incorporate these</p>



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	<p>feedback.</p> <p>Plans own and report projects and tasks, establishing clear long-term priorities to ensure that department and organisation objectives are met, and regularly reviews progress against targets.</p> <p>Brings in project work on time and budget.</p>	<p>Anticipates change and plans and organises resources effectively to deliver key objectives.</p> <p>Identifies major risks to plans and has carefully thought through contingency plans in place.</p>	
<p>Finance and Business Awareness</p>	<p>Uses operational and financial measures to undertake analysis of department highlighting strengths and weaknesses.</p> <p>Has knowledge of 'competitors', what they do and what services they offer.</p> <p>Understands, profitability, cash flow</p>	<p>Applies the results of operational and financial analysis (e.g. benchmarking) to develop own activities and areas of responsibility.</p> <p>Knows where department's strengths and opportunities lie and seeks to exploit them.</p> <p>Effectively manages own</p>	<p>Applies the results of operational and financial analysis creatively to focus activities of self and others to drive out organisational improvements.</p> <p>Identifies key opportunities in the context in which organisation operates and envisions solutions.</p>

<b>Competency</b>	<b>Entry Level (2)</b>	<b>Desired Level (3)</b>	<b>Exceptional Level (4)</b>
	and key principles of cost benefit analysis.	budget, monitoring and controlling the use of resources.	<p>Structures team efforts to exploit opportunities.</p> <p>Creates budgets, plans, negotiating and obtaining funds, monitoring and controlling the use of resources in plan with budgets.</p>